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USAID/*TATWEER* PROGRAM

QUARTERLY PROGRESS REPORT 18
OCTOBER–DECEMBER 2010

30 January 2011

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USAID/TATWEER PROGRAM

QUARTERLY PROGRESS REPORT 18 OCTOBER–DECEMBER 2010

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ACRONYMS

| | | | |
|---------|--|---------|--|
| AHDB | Animal Health Database | MoA | Ministry of Agriculture |
| BOTI | Basrah Oil Training Institute | MoE | Ministry of Electricity |
| BPA | Business Process Analysis | MoED | Ministry of Education |
| CCA | Contractor Classification Application | MoH | Ministry of Health |
| CISE | Center for Inspection, Safety and Environment | MoLSA | Ministry of Labor and Social Affairs |
| CLDP | Commercial Law Development Program | MoMPW | Ministry of Municipalities and Public Works |
| CMMS | Computerized Maintenance and Management System | MoO | Ministry of Oil |
| COMSEC | Council of Ministers Secretariat | MoP | Ministry of Planning |
| COP | Chief of Party | MoP-KRG | Ministry of Planning – Kurdistan Regional Government |
| COSQC | Central Organization for Standards and Quality Control | MPA | Master in Public Administration |
| CPC | Central Products Classification | MPPA | Master in Public Policy and Administration |
| CSI | Civil Service Institute | MQP | Manager's Qualifying Program |
| CSO | Central Statistical Organization | MRC | Midlands Refinery Company |
| CSR | Civil Service Reform | NCCMD | National Center for Consultancy and Management Development |
| DCOP | Deputy Chief of Party | NDP | National Development Plan |
| DG | Director General | NEDB | National Employee Data Bank |
| DOH | Directorate of Health | NIC | National Investment Commission |
| DPMO-EA | Deputy Prime Minister's Office – Economic Affairs | NPM | New Project Manager |
| DPMO-S | Deputy Prime Minister's Office – Services | O&MM | operations and maintenance management |
| EIS | Employee Information System | OSTP | Organizational Self-Assessment and Transformation |
| EMIS | Education Management Information System | PC | Presidency Council |
| ERIDO | Electronic Request for Investment Database | PCSC | Provincial Civil Service Commissions |
| FCSC | Federal Civil Service Commission | PD | Presidency Diwan |
| FM | Fiscal Management | PICs | Provincial Investment Commissions |
| FSU | Feasibility Study Unit | PM | project management |
| GDP | gross domestic product | PMC | Public Managers Cycle |
| GFS | government financial statistics | PMO | Prime Minister's Office |
| GoI | Government of Iraq | PPUs | Provincial Planning Units |
| HCED | High Committee for Education Development | PRTs | Provincial Reconstruction Teams |
| HR | human resources | QS | Al Quds School |
| HRD | human resource divisions | SCOP | State Company for Oil Products |
| HRMS | National Human Resources Management System | SGC | South Gas Company |
| HRTDC | Human Resources Training and Development Center | SOC | South Oil Company |
| HVP | Health Visitor Program | SOP | standard operating procedures |
| ICT | Information and Communication Technology | SRC | South Refinery Company |
| IDMS | Iraq Development Management System | SSN | Social Safety Net |
| IMS | Inventory Management System | STTA | short term technical assistance |
| ISCM | Integrated Supply Chain Management | TA | technical assistance |
| IT | Information Technology | TMS | training management systems |



JCC Joint Coordinating Committee
KRSO Kurdistan Regional Statistics Office
M&E Monitoring and Evaluation

TMS Training Management System
TMSS Training Management System Software
ToT Training of Trainers



PROGRAM OVERVIEW

The USAID-funded *Tatweer* program is a leading component of the U.S. Government's National Capacity Development program in Iraq. USAID/*Tatweer* focuses on “developing national capacity in public management,” to improve key ministries’ core management systems, raise the skill levels of a critical mass of public managers, and revive the government’s training institutions’ capacity. USAID/*Tatweer* works to improve six core areas of public administration: fiscal management, human resources management, project management, leadership and communication, strategic planning, and information technology.

Participating Ministries and Executive Offices: USAID/*Tatweer* teams work directly with key national ministries and offices to introduce improved management systems and capabilities. Participating ministries and executive offices are as follows: the Ministries of Planning, Electricity, Oil, Agriculture, Water Resources, Municipalities and Public Works, Health, Education, Human Rights, and Migration and Displaced; and the executive offices of the President and Vice Presidents, the Prime Minister and Deputy Prime Ministers, and the Council of Ministers Secretariat.

Civil Service Reform: A keystone to improving public management is a fully functioning set of civil service institutions that stress merit, equality of access, transparency of hiring and promotion, and fair and competitive compensation. USAID/*Tatweer* assists the government of Iraq in drafting civil service legislation to re-establish a Civil Service Commission and update its civil service law. USAID/*Tatweer* advisors assist in the institutional development of the new Civil Service Commission and in the reorganization government agencies’ human resources management departments to address the requirements of a modern civil service.

Provincial Outreach: In addition to working with the ministries’ central offices, USAID/*Tatweer* provides assistance to the provincial offices of the national ministries. This provincial work is facilitated by the program’s offices in Erbil, Mosul, Hilla, Ramadi, Kirkuk, and Basrah. USAID/*Tatweer* international and Iraqi advisors provide direct mentoring workshops and technical assistance in systems improvements to provincial offices, including hands-on case work with existing projects. In addition to the technical assistance activities, over 75% of all USAID/*Tatweer* trainees are civil servants working in their ministries’ provincial offices. USAID/*Tatweer* coordinates its work in the provinces with the Provincial Reconstruction Teams (PRTs), the U.S. Military, and other USAID implementing partners.

Training and Scholarship Program: USAID/*Tatweer* provides training to raise the skill levels of a critical mass of civil servants. At the end of December 2010, the program had enrolled over 105,179 trainees in over 5,352 courses on core public administration topics including budgeting, procurement, project management, human resources management, information technology, ethics and anti-corruption, strategic planning, and leadership and communication. All training is competence-based, geared towards practical skills, adult learner-centric and in Arabic. Additionally, USAID/*Tatweer* provides international post-graduate scholarships—Masters in Public Administration and Public Policy—for over 100 scholars drawn from the civil service ranks and the private sector.

Strengthening Government’s Training Institutions: USAID/*Tatweer* is committed to anchoring the training capacity in Iraqi institutions. USAID/*Tatweer* coordinates with the NCCMD, the Al Quds School of Computers, the KRG Ministry of Planning, Salah ad Din University, and ministerial training centers, to develop and sustain a vibrant public administration training capacity throughout the country. USAID/*Tatweer*’s training program began with direct training courses developed and delivered by international advisors who then developed a cadre of civil servants through a rigorous “training of trainers” program to take over the training delivery in their ministries. Nearly 900 of these government trainers now deliver 90% of USAID/*Tatweer*’s basic training in public management skills. Partner ministries are assuming the costs and implementation of training delivery, adapting USAID/*Tatweer* training management systems and adopting USAID/*Tatweer* training materials in public administration.



I. PROGRAM HIGHLIGHTS

A. SUMMARY HIGHLIGHTS

- The Ministry of Health issued a ministerial decree to create a three unit Planning and Curriculum Development Section at the Human Resources Training and Development Center (HRTDC). During 2010, USAID/*Tatweer* conducted several workshops and trained 30 Master Trainers in curriculum development. As part of the training, the teams developed eight training manuals in different subjects such as change management, feasibility studies, monitoring and evaluation, and law and ethics of public work, among others. The HRTDC will be using this material as part of their training package. In addition, the Parliament and Council of Ministers approved changes to Health Laws, which included the transformation of the HRTDC into a Training Center at a directorate level, with its own budget that will be included in the Ministry's general budget. The Ministry also allocated funds to rehabilitate, furnish, and equip a separate building to serve as a national and regional training center with a hospitality residence.
- Following the success of USAID/*Tatweer*'s procurement training activities with the Ministry of Municipalities and Public Works (MoMPW) in Kirkuk, Baghdad, Babil, Najaf, and Basrah, the program conducted additional workshops and coaching in the remaining nine provinces. The majority of this training was done at the request of different MoMPW directorates, and was held on a smaller scale than the previous series of USAID/*Tatweer* workshops. A number of the workshops were held for staff of the Governors' offices of Babil, Muthanna, and Basrah at the express request of the respective provincial Governors. MoMPW directorates in each province passed these requests on to USAID/*Tatweer*, and coordinated the training workshops for the Governor's office in each province.
- USAID/*Tatweer* completed, published, and distributed the English translation of the National Development Plan 2010-2014 (NDP). USAID/*Tatweer* also assisted the Ministry of Planning (MoP) with the big challenge following the NDP's release in July: to finalize a draft of the National Monitoring Framework that will be implemented to track progress and impact of the plan. USAID/*Tatweer* worked extensively with the MoP's follow up unit to create the framework, and conducted a second NDP Monitoring and Evaluation Framework conference in October which was targeted at provincial GoI ministries and agencies. Sessions included a review of objectives and indicators that are aligned with the NDP and discussions about the importance of data quality and data documentation. The draft National Monitoring Framework was finalized over the following weeks, and now is made up of a detailed list of objectives and over 500 indicators that will be addressed on an incremental basis.
- USAID/*Tatweer*'s ongoing assistance to the Central Organization for Standardization and Quality Control (COSQC) to facilitate the selection of international firms to conduct import inspections for products entering Iraq bore fruit at the end of this quarter. USAID/*Tatweer* worked closely with COSQC for over a year in the organization's efforts to identify, short-list, select, and ultimately contract international import inspection firms. On December 24, 2010, COSQC's President signed contracts with two international inspection companies for private inspection and certification of imports into Iraq. Both of these firms are highly respected and internationally recognized, with certified testing and inspection laboratories present in the various countries exporting to Iraq.
- USAID/*Tatweer* made a presentation on USAID civil service reform in Iraq at the Arab League First Conference on Human Resources Management in the Public Sector held in Cairo, Egypt and sponsored by the Arab league. The presentation contained a brief background on USAID, USAID humanitarian action and assistance throughout the world, and an overview of the technical assistance provided to different countries including Iraq. This presentation represents the first opportunity for USAID to address issues regarding assistance to Iraq, and was well received by the Arab League. The Iraqi delegation was particularly pleased with the emphasis on USAID/*Tatweer*'s partnership with the GoI, and the GoI's ownership of its civil service reform efforts.



B. STRENGTHENING KEY MINISTRIES

MINISTRY OF AGRICULTURE (MOA)

CENTRAL MINISTRY HIGHLIGHTS

Although activity with MoA slowed somewhat during the quarter as the project began winding down its operations, Ministry of Agriculture leadership continued to show a great deal of interest in USAID/*Tatweer* interventions, particularly in agricultural policy development, training management systems (TMS), IT management, and performance enhancing activities such as feasibility studies and business process analysis. USAID/*Tatweer*, in response to requests from the MoA, installed the Animal Health Database (AHDB) at a number of animal hospitals and state agricultural companies in Baghdad and the provinces, as well as an inventory management database at several of the same facilities.

In November, the ministry hosted a special ceremony to celebrate USAID/*Tatweer*'s achievements and collaboration with the ministry. The event was attended by the Minister of Agriculture and top MoA management, as well as the Mission Director of USAID/Iraq, the Deputy Chief of Mission from the US Embassy, and USAID/*Tatweer* leadership. A report of the event was published in Al Sabah newspaper. During the celebration, the Minister stated in his remarks that USAID/*Tatweer* has been instrumental in developing the ministry's public management capacity which has in turn improved its performance and output.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* continued to provide problem solving, decision-making, budgeting and auditing, and government communication and planning workshops to provincial planners, project managers, and veterinarians during this quarter. These programs were well received, which led to a number of requests for additional workshops and technical assistance in other areas, including GIS and IT management. USAID/*Tatweer* responded by working with management and staff of provincial directorates and animal clinics to provide and install Oracle databases to track and report on animal disease, to complete inventory surveys, and to aid in informed planning and decision-making.

Table 1: MoA Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--|---|--|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Coaching to budgeting and auditing units in six provinces on federal budget guidelines | Conduct coaching sessions for MoA provincial budget/auditing units | Achieved: 6 sessions conducted for MoA Budgeting/Auditing Units in Baghdad and provinces |
| | Training for ToTs in provincial financial units on the federal budget | Establish MoA units in provinces responsible for ToTs financial training | Achieved: 5 sessions conducted for ToTs in Baghdad and provinces |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | GPS/GIS training in the ministry and provinces | Conduct three workshops on GPS/GIS for 30 staff in Baghdad and three provinces | Achieved: 31 technicians trained on GPS/GIS in Baghdad and provinces |
| | Five-year Information and Communication Technology (ICT) Strategic Plan | Assist ICT strategic planning committee via mentoring to reach consensus and finalize strategy document | Achieved: 5-year ICT strategic plan finalized and presented to MoA Leadership. Three State Companies approved the 5-year strategic plan. |
| | Expansion of Animal Clinic Database to include animal identification data | Provide technical assistance needed for the MoA to maintain the animal clinic database | Achieved: Technical support for operation and maintenance was provided in 15 provinces and 2 sites in Baghdad with database installed |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|--|---|
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Development of provincial project management teams (Project Management Mentoring Program) | Conduct PMI PMBOK awareness workshop for ten project managers | Achieved: Awareness workshop was organized in Karbala |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | Strategic planning for enhanced government communication in five provinces: Anbar, Baghdad, Babil, Basrah and Kirkuk, as well as HQ | Provide technical assistance to MoA provincial working groups developing communication strategies, supporting ToTs, and finalizing provincial strategic plans | Achieved: Technical assistance provided in provinces for 11 working groups on standard operating procedures (SOP), Communication Strategy and supporting ToTs |
| | SOP development of "Transfer Conference" for five provinces: Anbar, Baghdad, Babil, Basrah, and Kirkuk | Mentor completion of SOP manuals and implementation of SOPs at MoA provincial offices | Achieved: SOP manuals completed at 11 MoA provincial Directorates |
| | Problem-solving and decision-making in 15 provincial offices | Mentor usage of improved problem-solving techniques by MoA at provincial level | Achieved: 78 MoA provincial seniors mentored on problem-solving, time-management and decision-making |
| | Continue development of ten-year strategic plans at animal resources and veterinary science state companies | Mentor establishment of strategic planning for animal wealth at two MoA state companies | Achieved: Final drafts of 2 strategic plans for Animal Resources Service and Veterinary Science State Companies completed and presented to MoA Leadership |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative] | Program Transfer | Facilitate interaction among GoI OSTP teams using focus groups, conferences, virtual meetings, or other means to address shared organizational reform barriers | Achieved: Interactive/participatory conference organized for 2 MoA OSTP teams along with several other ministry/executive offices teams. |
| | Business Process Analysis (BPA) employed in three provinces | Establish business process analytical capacity at three MoA provincial offices | Achieved: Three BPA teams coached in Anbar, Babil and Basra to develop capacity to streamline business processes |
| Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded | | | |
| Sub-IR 10.1.3 Indicators: | | | |
| Ministry Training Centers Strengthened | | | |
| Number of ministries that have established a public administration training program [Cumulative] | Strengthen MOA training evaluation skills | Provide ongoing mentoring in analyzing training results | Achieved: 22 training specialists from 4 Southern Provincial MoA Directorates were mentored on TMS/Training Evaluation skills |
| Operational Effectiveness Indicators | | | |
| | Agricultural policy analysis | Provide ongoing mentoring to MoA policy team reviewing policy recommendations | Achieved: 12 MoA Agricultural Policy Working Group members mentored in 8 workshops on policy review and development of recommendations |
| | Transition to new GoI administration | Transfer briefing material as needed | Achieved: Briefing materials complete and ready to be presented to the new MoA Minister |

CONTEXT AND OBSTACLES ENCOUNTERED

Although the security situation and the lack of a constituted government caused some impact in USAID/*Tatweer*'s interactions with the MoA, the excellent working relationship and collaboration that had been established over the life of the program ensured that USAID/*Tatweer* activities continued to have an impact throughout the ministry. In particular, this partnership worked well during the creation and installation of the ADHB and the transfer of Organizational Self-Assessment and Transformation (OSTP) activities fully into MoA control.

MINISTRY OF EDUCATION (MOED)

CENTRAL MINISTRY HIGHLIGHTS

Although USAID/*Tatweer*'s work with the Ministry of Education has only been actively underway for a year, the MoED has been taking advantage of the program's training opportunities and technical assistance. In particular, USAID/*Tatweer* delivered a variety of training courses and workshops to MoED staff, including a number of IT management, networking, and software application courses designed for IT managers and specialists. In addition, USAID/*Tatweer* delivered project management and procurement training to MoED staff from the Fiscal Management, Legal, and Contracts offices, and strengthened the MoED's sustainable training capacity by providing Training of Trainers (ToT) courses.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* provided a number of training courses, special workshops, and technical assistance to MoED staff in Karbala, Ninawa, Basrah, Diyala, Diwaniyah, and Kirkuk. These sessions included training in leadership and communication, financial management, and procurement, as well as ToT courses for nearly 50 MoED staff in Babil.

Table 2: MoED Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--|---|---|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Procurement training and technical assistance (TA) | Train key MoED personnel in procurement procedures; assist MoED to institutionalize more transparent bidding process | Achieved: 111 employees trained in competency and advanced levels. Mentoring through real contracts in a transparent process. |
| | Budget training | Train key MoED staff at HQ and in the provinces on essential financial management procedures | Achieved: 60 FM employees trained in budgeting, accounting & auditing. |
| | Budget preparation and expenditures | Train and provide technical assistance to MoED budget unit on budget preparation and expenditures | Not Achieved: STTA available in Jan 2011. |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Information & Communication Center | Train select IT staff to utilize existing software platform and to monitor results for IT staff already trained | Achieved: 23 IT specialists trained and utilizing ICC software platform. |
| | Education Management Information System (EMIS) | Transfer responsibility to MoED for EMIS | Achieved: IT Staff trained. MoED and UNESCO taking over responsibility. |
| | Basic computer use | Facilitate use of ToTs from other ministries to support ongoing MoED efforts to expand basic computer skills in the provinces | Achieved: 118 employees skills enhanced in 4 provinces utilizing ToTs from MoA & MoMPW |
| | MoED provincial training centers | Equip three MoED demonstration model training centers in Anbar, Babil, and Ninawa provinces as a pilot project | Achieved: Three training halls (furnished and equipped) rehabilitated and functioning in 3 provinces, |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|--|---|
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Training in project management and feasibility studies, including software applications | Expand training to HQ based on successful efforts undertaken in the provinces as MoED takes greater responsibility for project management training | Achieved: 58 employees trained in project management, feasibility studies & software applications. |
| | Technical assistance for Project Working Group (PWG) in one province | Train and mentor MoED staff in one province on specialized project management and feasibility study drafting skills | Not Achieved: Activity cancelled by HQ at request of province. |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | Basic and advanced skills for effective Leadership and Communication | Conduct advanced L&C course and transfer skills to MoED | Achieved: 55 senior officials trained and applying skills at work. |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative] | Awareness raising of OSTP | Communicate key OSTP concepts and program outline to MoED leadership through presentations, meetings, written communication, or other suitable media | Achieved: One presentation to DGs and senior officials. OSTP conference in Baghdad, CDs and hard copies of OSTP presentations provided. |

Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

| | | | |
|--|---|---|--|
| Number of ministries that have established a public administration training program [Cumulative] | Public Managers Cycle (PMC) for directors and senior managers | Conduct abbreviated PMC program for key personnel; transfer program to MoED | Not Achieved: However, 55 DGs, their Deputies & Department managers participated in SP & LC, IT, FM, PM, and anti-corruption courses as leaders of change. |
| | Training Management System (TMS) | Provide TMS training to key MoED personnel for training analysis and evaluation | Achieved: 15 staff from HQ and provinces trained |
| | Training of Trainers | Continue ongoing efforts to develop ToTs at MoED | Achieved: 35 staff participated in ToTs programs in the provinces, NCCMD and TMS |

Operational Effectiveness Indicators

| | | | |
|--|---|---|---|
| | Transition to new GoI administration | Finalize seminars, reports, and briefings for new leadership as needed | Not Achieved: Transition not yet done in Iraq. |
| | Management Workshop: Work Plan Review, Quality Management, and Strategic Planning | Conduct workshop at MoED director level to review progress made; identify remaining challenges; ensure quality control; and strengthen MoED strategic planning capability | Achieved: Work plan & progress made reviewed, Ministry challenges identified, capabilities of Ministry strategic planning are enhanced. |
| | Leadership Enhancement Seminars | Conduct seminar for senior MoED personnel to elucidate benefits of training already conducted at mid-level, and identify remaining challenges and optimal solutions | Not Achieved: Postponed at the request of ministry. |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|------------------------|---|--|---|
| | Anti-corruption Training | Conduct five three-day anti-corruption workshops for MoED personnel | Achieved: 75 personnel trained in HQ & Provinces |
| | Curriculum and examinations management improved | Organize four roundtable discussions of curriculum and examinations issues | Not Achieved: Postponed at the request of ministry. |

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer*'s interactions with the MoED were successful primarily due to the full cooperation of the MoED Coordination Committee and the high level of motivation among MoED staff to build their skills. This enthusiasm went a long way toward counteracting the challenge of coordinating training and meetings at the MoED's 13 sites located throughout Baghdad.

MINISTRY OF ELECTRICITY (MOE)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* worked with MoE Headquarters Production Department to kick off a round of presentations and training on the use of the MaintSmart Computerized Maintenance and Management System (CMMS). The CMMS is being implemented at power production facilities throughout Iraq, and enables MoE to plan preventative maintenance and ensure accurate inventory management across all of its production facilities. USAID/*Tatweer* first introduced CMMS through a series of training courses and special workshops, and interest in the program has grown.

USAID/*Tatweer* developed the Employee Information System (EIS) which is being implemented across the ministry to contain and provide access to employee information, job descriptions, and personnel data forms. USAID/*Tatweer* also provided training and technical assistance to the MoE team responsible for maintaining and upgrading the EIS. The EIS will allow ministry human resources (HR) staff to view employee information online and generate reports to track a number of variables which affect employee performance and evaluation. Data entry is ongoing and will take several months to complete. The system was officially handed over to the MoE and is fully under MoE control.

USAID/*Tatweer* and the MoE celebrated the graduation of twenty MoE managers from the Manager's Qualifying Program (MQP) at a ceremony hosted by the MoE Training and Development Directorate. MQP graduates received USAID/*Tatweer* and MoE training in core public administration skills to prepare them for senior leadership roles within the ministry. The ceremony also celebrated the handover of the EIS, and the completion of job description manuals for the entire ministry.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* provided competency-level CMMS training for MoE staff of thermal and gas power stations from across Iraq as part of the MoE's plan to implement CMMS at its production facilities throughout the country. USAID/*Tatweer* also conducted a special IT systems for CMMS workshop for MoE IT and Communications Planning staff to demonstrate how to transfer warehouse inventory and maintenance planning data between stations and to MoE Headquarters in multi-plant power systems.

Table 3: MoE Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|------------|--------------------------------|------------------------------|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|--|---|
| Proportion of priority systems improvements in human resource management implemented by ministries (central/provincial) | Job descriptions | Mentor MoE HR staff to ensure benefits from previous training are sustained and job descriptions remain current and consistent with the GoI Joint Coordinating Committee (JCC) mandate for civil service reform | Not Achieved: Specific activities in this regard not implemented by ministry |
| | Employee performance management system | Scale-up improved employee performance management system established in pilot directorate to cover more HQ Directorates in line with the GoI Joint Coordinating Committee (JCC) mandate for civil service reform | Not Achieved: Specific activities in this regard not implemented by ministry |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Budgeting and procurement systems | Establish budget for purchasing emissions control equipment | Not Achieved: MoE priorities changed |
| | MoE's Center for Inspection, Safety and Environment's (CISE) ability to procure safety training and equipment | Assist CISE to: 1) establish event and performance monitoring committees 2) create unified safety budget for 2011 | 1) Achieved: Monitoring Committees formed and functioning 2) Achieved: Unified safety budget draft has been created. |
| | Billing software and procedures | Train five key MoE systems development staff in database programming and system development | Achieved: Five MoE staff has been taking .Net Academy courses to acquire state of art programming techniques. |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Maintenance planning and warehouse inventory management system using CMMS with unified parts coding | Ensure CMMS post-training policy includes: 1) CMMS comprehensively applied to warehousing and purchasing; 2) data transmission plans clarified; 3) budget for 2011 developed; and 4) CMMS blended into unified coding system for parts and equipment | 1) Achieved: MoE conducted CMMS presentations at all stations 2) Achieved: Data transmission plans clarified 3) Achieved: Comprehensive budget set with input from all directorates 4) Achieved: CMMS blended into unified coding system |
| | Database Management System based on Oracle | Train MoE IT staff on Oracle and mentor trainees to develop at least one database | Achieved: Oracle training completed, and employee Information database developed by Oracle trainees |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | New Project Manager (NPM) program | Scale-up New Project Manager (NPM) program from Midlands Refinery Company (MRC) to include MoE particularly in fuel supply planning and application of state-of-the-art PM procedures | Not Achieved: Fuel supply planning complete, but NPM procedures not completely transferred |
| | Fuel supply manual (FSM) | Complete budget for fuel-related equipment procurement and train staff on modern fuel supply and treatment technology - (internet-based training by fuel treatment technology specialist) | Not Achieved: Staff currently training on fuel supply and treatment technology |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|--|--|
| | Project management mentoring program at electricity directorates in the south | Conduct PMI PMBOK awareness workshop for ten project managers to transfer project management skills to MoE directorates in the south | Not Achieved: Security issues kept us from traveling to the south at the time |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | Effective interface and engagement with international companies | Expanded training for MoE staff in how to communicate successfully and work constructively with international companies. | Achieved: Workshop held in Basrah on how to communicate and work successfully with international companies |
| | Establish Public Manager Cycle program (PMC) | Follow-up with previous graduates and support MoE implementation of PMC program for MoE employees covering all core areas and conduct graduation ceremony. | Achieved: Graduation ceremony conducted in November |
| | Inter-ministerial coordination mechanism at MoE/New Projects Directorate | Mentor MoE/New Projects Directorate, responsible for critical challenge of bringing on line new generation capacity, to effectively plan ahead and coordinate with MoO refineries on fuel supplies | Achieved: MoE/NPD coordinating fuel supply plans with MoO refineries |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative] | Program Transfer | Facilitate interaction among GOI OSTP teams using focus groups, conferences, virtual meetings, or other means to address shared organizational reform barriers | Not Achieved: MoE priorities changed |

Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

| | | | |
|--|---|--|---|
| Number of ministries that have established a public administration training program [Cumulative] | Training directorate training management system (TMS) | Ensure MoE strengthens and institutionalizes TMS utilizing benefits from earlier training | Not Achieved: Training Analysts trained, but training evaluation section not completed. |
| | MoE's capacity to create training curriculum | Mentor MoE staff to demonstrate curriculum development capability by establishing new training curriculum | Not Achieved: 2011/2012 training requirements matrix not completed. |
| | MoE training centers | Mentor MoE training centers to utilize benefits from earlier IT support in providing essential training, such as on USAID/Tatweer core competencies | Achieved: MoE training centers mentored |
| | MoE Training and Development Directorate compliance with ISO 9001-2008, a pilot for the whole MoE | Support Training Directorate utilizing specific procedural improvements as it enacts a quality management system based on ISO 9001:2008 requirements | Achieved: Trained 5 civil servants in quality management department of the Training Directorate, and 41 SOPs written in compliance with ISO 9001:2008 |

Operational Effectiveness Indicators

| | | | |
|--|--------------------------------------|---|--|
| | Transition to new GOI administration | Conduct briefings and outreach to senior MoE officials to explain USAID/Tatweer supported reforms and maximize sustainability | Not Achieved: New GOI administration appointments were delayed |
|--|--------------------------------------|---|--|

MINISTRY OF HEALTH (MOH)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* impact is being realized in most areas of intervention within the MoH. In these closing steps of the program, major changes have taken place in the ministry that are worthy of note.

The MoH issued a ministerial decree to create a three unit Planning and Curriculum Development Section at the HRTDC. During 2010, USAID/*Tatweer* conducted several workshops and trained 30 Master Trainers in curriculum development. As part of the training, the teams developed eight training manuals in different subjects such as change management, feasibility studies, monitoring and evaluation, and law and ethics of public work, among others. The HRTDC will be using this material for training as part of their training package. In addition, the Parliament and Council of Ministers approved changes to Health Laws, which included the transformation of the HRTDC into a Training Center at a directorate level, with its own budget that will be included in the MoH general budget. The Ministry also allocated funds to rehabilitate, furnish, and equip a separate building to serve as a national and regional training center with a hospitality residence.

The MoH also issued an official order approved by the Minister of Health to support the 30 Master Trainers by incorporating their work into all MoH directorates to improve the planning, organization, implementation, and evaluation of training programs in Baghdad and the provinces. The order emphasized that the Master Trainers have to work exclusively in the training centers and sections of all health institutions regardless of job titles or specialties and requires that DGs facilitate their work for ongoing training inside or outside the country. In addition, the Ministry issued an ID for each Master Trainer to enable them to receive privileges, such as being included in training conferences and research inside and outside the country.

Under the patronage of the Minister of Health, MoH and USAID/*Tatweer* held the MoH Annual Conference, which was attended by over 300 participants. This year's conference focused on training and benefitted from the active participation of the HRTDC, USAID/*Tatweer*, and other MoH partners. Papers from each DOH were presented and several workshops were conducted to facilitate the sharing of perspectives and experiences among the various participants. The groups also discussed meaningful recommendations for future support of training in Iraq, planning and implementing training processes, developing training curricula, the impact of training on MoH service delivery, accreditation of training material, and preparation of training budgets. The final day of the conference was a celebration of the collaboration and shared achievements of MoH and USAID/*Tatweer*. Attendees had the opportunity to review and examine photos and manuals documenting the relationship between the MoH and USAID/*Tatweer* over the life of the program, and listen to presentations about specific impacts that have been felt as a result of the partnership. In particular, the DG of the Maysan DOH thanked USAID/*Tatweer* for the great support and assistance the provincial directorate has been given by the program and by the American people.

PROVINCIAL ACTIVITY HIGHLIGHTS

Under the patronage of the Maysan Governor, the Maysan DOH inaugurated the connectivity and GIS project with the USAID/*Tatweer* COP and advisors in attendance. Following several presentations by Maysan DOH DG, IT Director and staff, USAID/*Tatweer* reviewed the various processes involved in the GIS and its application to the Health Visitor Program (HVP). Furthermore, this project included connecting two hospitals with the DOH for data gathering, storage and processing to further evidence based health decision making in Maysan Province. This is a pilot case which will be scaled up by the Ministry to cover to the rest of Maysan and later to other provinces in Iraq. This will allow the Ministry to generate coherent data bases to support strategic decision making and the growth of the health sector. In the next year plan, Maysan DOH allocated funds to connect 14 PHC clinics and at least four more hospitals. This was a cost sharing project implemented with technical support from USAID/*Tatweer* project with ongoing mentoring and training of the Maysan IT staff to ascertain the sustainability and effectiveness of the system. In his speech, the Director General thanked USAID/*Tatweer* for making "our dream become a reality". The event celebrated the full range of cooperation between USAID/*Tatweer* and the Maysan DOH, including advanced IT training, GIS training, OSTP, performance monitoring systems, training management systems, development of Master Trainers, the establishment of a strategic planning unit, and health economics workshops.

USAID/*Tatweer* conducted a special Budget Monitoring Process workshop for budgeting and financial planning staff from Basrah, Muthanna, Diwaniyah, Karbala, Najaf, Kirkuk, Anbar, Diyala, and MoH HQ. Participants



discussed the mechanisms for preparing and implementing the 2010 MoH operational budget and reviewed the estimated allocation in each item. The group formed a committee to monitor and evaluate the implementation of 2011 operational budget to take into consideration the notes and comments they made in the preparation of the next year budget. USAID/*Tatweer* presented budget flowchart and provided some recommendations to improve the implementation and follow-up process for MoH investment and operational budget.

USAID/*Tatweer* conducted a workshop to implement the last module of the Monitoring and Evaluation (M&E) workshop with the Maysan DOH M&E team. Participants discussed issues and challenges related to developing monitoring and evaluation data reporting. The Maysan team was presented with certificates of completion by the USAID/*Tatweer* M&E director; and discussed plans for incorporating skills into their work. These will be documented and presented to USAID/*Tatweer*.

Table 4: MoH Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--|---|--|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Standard operating unit cost at health facilities as a pilot activity | Mentor MoH on developing standard costing procedure for calculating unit bed cost for in-patient care | Achieved: Four mentoring workshops conducted |
| | Identifying budget execution hurdles | Conduct two workshops on budget-monitoring process | Achieved: Two workshops conducted on budget-monitoring process for staff from Baghdad and provinces |
| | Government financial statistics (GFS) training | Conduct one GFS workshop for 12 MoH finance and planning staff | Achieved: One GFS workshop conducted for 13 MoH staff |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Web-based applications skills developed | Provide technical assistance via a complete series of .Net academy workshops needed to three MoH technical staff | Achieved: Technical assistance provided for 3 participants through a complete series of .Net academy workshops |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Final (after preliminary approval) Feasibility Study Methodology for MoH Capital Investment Projects | Monitor, mentor, and guide MoH ToTs in the training of 12 additional staff in preparing final feasibility studies using pilot projects | Achieved: 3 workshops on preparing final Feasibility Study conducted by MoH ToTs for 52 MoH staff from Baghdad and provinces |
| | Follow-up procedures on implementation of selected MoH capital investment projects | Using Primavera program, conduct two workshops to continue developing capital investment follow-up system consistent with MoP requirements | Achieved: 3 workshops conducted for 30 participants to develop capital investment follow-up system |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | Change management workshop | Conduct intensive workshop on change management for 20 personnel | Achieved: Intensive change management workshop conducted for 20 MoH participants |
| Number of units/departments in ministries and executive offices with institutionalized self- | Organizational transformation - Baghdad | To address shared organizational reform barriers, facilitate interaction among GoI OSTP teams using focus groups, conferences, virtual meetings, or other means | Not Achieved: Activity not implemented |



| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|---|--|
| assessment process [Cumulative] | Organizational transformation - Maysan Health Directorate | To address shared organizational reform barriers, facilitate interaction among GoI OSTP teams using focus groups, conferences, virtual meetings, or other means | Not Achieved: Activity not implemented |
| Operational Effectiveness Indicators | | | |
| | M&E plan in HRTDC and DOH Maysan | Conduct two workshops for HRTDC M&E team | Achieved: 2 workshops conducted |

MINISTRY OF MUNICIPALITIES AND PUBLIC WORKS (MOMPW)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* conducted a number of operations and maintenance management (O&MM) workshops for teams from the Al Rashidiya water treatment plant, the Najaf wastewater treatment plant, and the Kirkuk landfill project to finalize the O&MM Manuals the teams had worked to develop over the course of several months. The groups discussed final details for the project management calendars and checklists for parts, and reviewed final copies of the manuals.

USAID/*Tatweer*'s Chief of Party and MoMPW team participated in a hand-over ceremony at the MoMPW headquarters. The Minister and the DGs of Human Resources, Water, Sewage, Planning and Follow-up, and Diwan represented the ministry during the ceremony. Participants discussed the many achievements of the collaboration between USAID/*Tatweer* and MoMPW, and reviewed many of the projects which have been impacted by USAID/*Tatweer*'s intervention. During his remarks, the Minister thanked USAID/*Tatweer* for its support and praised the efforts of everyone involved in building the ministry's capacity over the past four years. In particular, the Minister highlighted the importance of USAID/*Tatweer*'s role in helping MoMPW staff move from theoretical knowledge into practical application of skills. USAID/*Tatweer* handed over a number of training manuals as well as copies of the Operating and Maintenance Guide for the water, sewage, and municipalities' projects in six provinces.

PROVINCIAL ACTIVITY HIGHLIGHTS

In October, USAID/*Tatweer* held a number of O&MM workshops in Kirkuk, Babil, Najaf, and Basrah to finalize the O&MM Manuals for several MoMPW projects in the provinces. This was the culmination of many months of work by these groups which included detailed discussion of program management, project schedules, maintenance requirements, budgeting, product specifications, and other details necessary to the day to day operation of water and wastewater treatment plants. During November and December, USAID/*Tatweer* followed this effort with over 50 O&MM workshops throughout the provinces to present and explain the O&MM Manuals to project management teams and MoMPW staff from provincial directorates.

Following the success of USAID/*Tatweer*'s procurement training activities in Kirkuk, Baghdad, Babil, Najaf, and Basrah, the program conducted additional workshops and coaching in the remaining nine provinces this quarter. The majority of this training was done at the request of different MoMPW directorates, and was held on a smaller scale than the previous series of USAID/*Tatweer* workshops. A number of the workshops were held for staff of the Governors' offices of Babil, Muthanna, and Basrah at the express request of the respective Governors. MoMPW directorates in each province passed these requests on to USAID/*Tatweer*, and coordinated the training workshops for the Governor's office in each province.

Table 5: MoMPW Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|------------|--------------------------------|------------------------------|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--|---|---|
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Procurement implementation | Expand mentoring on procurement implementation activities to include six additional provinces | Achieved: Mentoring expanded to nine provinces; each province conducted two coaching workshops. |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Development of IT management ToTs | Transfer IT management skills to MoMPW by December; evaluate trainers' training, and provide requisite software | Achieved: The IT management skills transferred through ICT strategic plan. Trainers evaluated and certified |
| | Data communication plans in six provinces | Provide ongoing technical assistance to six provincial units in developing IT budget and data communication plans | Achieved: Ongoing technical assistance provided to six provinces units through IT ToTs |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Operations and Maintenance Management (O&MM) | Transfer responsibility for O&MM system to MoMPW based on the successful completion of workshops | Achieved: Transfer meeting conducted with ministry after completing more than 53 O&MM seminars in 15 provinces. |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | SOP development "Transfer Conference" for five provinces: Anbar, Baghdad, Babil, Basrah, and Kirkuk, as well as HQ | Conduct two workshops in Baghdad with provincial working group participation; transfer responsibility to MoMPW HQ for finalizing SOPs | Achieved: Workshops conducted in Baghdad, participants from Basrah, Ninawa, and Karbala attended. SOPs finalized and transferred to MoMPW/HQ. |
| | Strategic communications planning | Mentor MoMPW HQ and provincial working groups on developing planning capability | Achieved: Information and communication technology strategic planning 2011- 2015 drafted and submitted to MoMPW/ Minister and DGs. |
| Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded | | | |
| Sub-IR 10.1.3 Indicators: | | | |
| Ministry Training Centers Strengthened | | | |
| Number of ministries that have established a public administration training program [Cumulative] | Public Manager Cycle (PMC) training in provinces | Expand PMC program to additional provinces via workshops at the MoMPW director level | Not Achieved: Activity cancelled based on reduced program intervention towards close-out |
| Operational Effectiveness Indicators | | | |
| | Transition to new GOI administration | Conduct comprehensive seminar to review USAID/Tatweer program accomplishments with MoMPW DGs | Achieved: Accomplishments seminar conducted with ministry. |

MINISTRY OF PLANNING (MOP)

CENTRAL MINISTRY HIGHLIGHTS

The final quarter of the program was marked by the conclusion of assistance to the Ministry of Planning, the location of some of USAID/Tatweer's largest and most ambitious, and very successful endeavors.

The English translation of the National Development Plan 2010-2014 (NDP) was completed, published, and distributed. USAID/Tatweer undertook the whole process, which concluded with boxes of NDPs being delivered to

the MoP as well USAID, the UN, and other donors. USAID/*Tatweer* also assisted the Ministry of Planning with the big challenge following the NDP's release in July: to finalize the National Monitoring Framework that will be implemented to monitor the impact and progress of the plan.

To this end, USAID/*Tatweer* conducted extensive technical assistance with the ministry's monitoring unit assigned the task of creating the framework. USAID/*Tatweer* also conducted a second NDP M&E framework workshop in October, targeted to provincial level GoI ministries and agencies. Participants from line ministries, governors' offices, executive offices, and eight representatives of different UN agencies followed the same methodology as the first workshop in June of this year and discussed the composition of the framework. Sessions included a review of objectives and indicators that are aligned with the NDP and discussions about the importance of data quality and data documentation. The draft National Monitoring Framework was finalized over the following weeks, and now is made up of a detailed list of objectives and over 500 indicators. The MoP has issued its approval of the framework, and the next steps will be to have it programmed into the Iraq Development Management System's (IDMS) monitoring modules which are currently under development.

PROVINCIAL ACTIVITY HIGHLIGHTS

On November 30, 2010, a ceremony celebrating the successes of USAID/*Tatweer*'s work with the Babil provincial government was held in Al Hillah, at the Babil Archeological Site. Over 70 participants attended, among them Babil's Governor, members of the Iraqi Parliament, and Babil provincial government officials along with DGs from participating ministries. Pointing out Babil's distinguished place in history during his address to attendees, the Governor of Babil praised USAID/*Tatweer*'s accomplishments and credited the program for bringing the province back to prominence. Following comments by the governor and deputy governor, USAID/*Tatweer*'s CoP and team leaders provided a comprehensive retrospective of the program's activities and the sustainable impact it has left in the province.

USAID/*Tatweer* and the Ministry of Planning co-hosted a Provincial Development conference in Basrah on the MoP's provincial development program to highlight the role played by the 15 Provincial Planning Units (PPUs) in the design, implementation, and follow-up of the program. The conference included several presentations and discussion sessions, including a technical discussion on the fundamental concepts of regional planning, an update on the current status of the PPUs, and the prospects for their future use in Iraq's provinces. USAID/*Tatweer* also presented and discussed its involvement in building the capacity of the PPUs. The conference ended with a set of recommendations that were developed through the day's discussions. Among these recommendations were to increase communication linkages between the central ministry and the provinces, and to ensure that the PPUs are a conduit to this end. The conference was attended by the Minister of Planning, the Governor of Basrah and the Deputy Chairman of the Basrah Provincial Council, who praised USAID/*Tatweer*'s contributions to the PPUs and provincial development.

Table 6: MoP Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|--|---|---|---|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | <i>Improving Regional and National Planning</i> | | |
| | Publication and operationalization of the National Development Plan (NDP) | Mentor MoP on efforts to finalize SOPs, implement NDP, and establish annual monitoring system | Achieved - MoP SOP document developed, NDP under implementation, and National Monitoring Framework to accompany NDP is drafted. |
| | NDP M&E framework at the national and sectoral levels | Conduct at least one workshop on implementing and operationalizing project and sector level M&E plans | Achieved - Workshop on implementation conducted in October 2010 and smaller meetings regularly held during the quarter |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|--|---|
| | NDP Implementation Plan | Deploy capital-investment budget execution cycle advisor to assist MoP in developing framework to implement NDP capital investment project portfolio | Achieved - NDP projects implementation plan assembled to meet the objectives set out in the NDP. |
| | Develop the Second Phase of the Government Assistance Database (GAD) | | |
| | Unified monitoring system for capital investment projects (AKKAD) | Mentor MoP staff on the GAD (now IDMS) projects and sectoral level monitoring module to MoP staff | Achieved - MoP staff continuously mentored on IDMS and participating in development of monitoring modules. |
| | Knowledge Base | Mentor PPUs on how to conduct workshops for GoI entities on using and implementing knowledge base | Achieved - Several Knowledge Base ToTs graduated from the MoP, including from the PPUs. |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | Incremental implementation of MoP communication strategy | Mentor MoP on how to consistently utilize logo and maintain website | Achieved - Mentoring conducted, website updated frequently. New logo still awaiting approval from the MoP. |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative] | Organizational self-assessment and transformation | Provide ongoing technical support as requested, based on needs identified during action plan execution | Achieved - OSTP team established an OSTP "community of practice" for continuity prior to their departure in October 2010. |
| Operational Effectiveness Indicators | | | |
| | Efficiency and services of the PPUs | Mentor PPUs on how to strengthen training capacity for key ministries in the provinces | Achieved - PPU's mentored and provided with follow-up assistance. |
| | Transition to new GoI administration | Prepare additional briefing materials as appropriate | Achieved - All transition materials assembled |

CONTEXT AND OBSTACLES ENCOUNTERED

The primary challenges this quarter stemmed from uncertainty regarding the appointment of a new Minister of Planning. An interim minister was announced in December, and ministry staff were hesitant to approve actions, particularly in the wake of the Ministry's change of hands in terms of which Iraqi political party was in control. Additionally, the acting Minister of Planning was quick to enable the MoP Law approved over a year ago, in which Al Quds and NCCMD would merge, the ministry's Administration and Finance directorates would merge, and all of the MoP's sectoral departments would merge. This is a large organizational change within the ministry and drastically changes the structure of NCCMD and Quds.

CENTRAL STATISTICAL ORGANIZATION (CSO)

USAID/*Tatweer* completed the English translation of the Master Statistical Plan 2011-2015. The Arabic version of the plan has been formatted and is in the publishing phase with expected delivery by mid-January 2011.

USAID/*Tatweer* has also continued to develop the second phase of the National Employee Data Bank (NEDB), which will allow GoI entities to easily add new entries as well as to linearly update existing entries.

Table 7: MoP / COS Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|--|--|---|--|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | National accounts and economic surveys | Mentor CSO staff on use of codes stipulated in the Central Products Classification (CPC) Manual for products and services in the procurement system | Achieved - CPC codes manual finished and several CSO staff mentored on its usage. |
| | Online employee databank system | Mentor CSO staff in developing skills needed for GoI entities to update employee records online | Not Achieved - The second phase of the NEDB under development and should be completed in January 2011. |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | Master Statistical Plan (MSP) | Mentor CSO staff on how to effectively translate and publish MSP | Achieved – Translation completed and publishing begun on the Arabic version. |
| Operational Effectiveness Indicators | | | |
| | Transition to new GoI administration | Prepare additional briefing materials as appropriate | Achieved - All transition materials assembled |

CENTRAL ORGANIZATION FOR STANDARDS AND QUALITY CONTROL (COSQC)

USAID/*Tatweer*'s ongoing assistance to COSQC to facilitate the selection of international firms to conduct import inspections for products entering Iraq finally paid off at the end of this quarter. USAID/*Tatweer* had worked closely with COSQC for over a year in the organization's efforts to identify, short-list, select, and ultimately contract international import inspection firms. A final decision was made on December 24, 2010, when COSQC's President signed contracts with two international inspection companies for private inspection and certification of imports into Iraq. Both of these firms are highly respected and internationally recognized, with certified testing and inspection laboratories present in the various countries exporting to Iraq. This milestone achievement will be highly visible as inspection facilities are constructed at each of Iraq's border crossings. However, the most profound impact of this effort will be found in the homes and offices of Iraq's citizens, in the form of healthy imported foods and safe consumer products. Following oil contracts, this represents only the second instance in the post 2003-era in which international businesses were subcontracted to carry out a large, traditionally governmental function.

USAID/*Tatweer* worked closely with COSQC to facilitate a tremendously successful study tour to the United States sponsored by the Commercial Law Development Program (CLDP) of the US Department of Commerce. In early December, eight members of COSQC traveled to the US to visit their various American counterparts and get a first-hand look at how similar organizations functioned in another country. The group visited and held meetings with the American National Standards Institute, the International Code Council, the Consumer Product Safety Commission, and the US Food and Drug Administration. This event was coordinated in Iraq by COSQC with assistance from USAID/*Tatweer*, and paid for and organized in the US by CLDP.

Table 8: MoP / COSQC Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|---|---|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Public procurement capacity of COSQC | Conduct at least one workshop on skills needed to process RFP and prepare documents for contract award | Achieved – Workshop completed and a pair of contracts with international inspection firms signed. |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | COSQC public website | Mentor COSQC staff on skills needed to add new features to website; provide technical assistance as needed | Achieved - COSQC public website maintenance and modification skills enhanced over a pair of visits from USAID/Tatweer's IT team. |
| | Deployment of internal Patent Office patent tracking system | Mentor COSQC IT staff on use of Patent Tracker system | Achieved - USAID/Tatweer IT team visited COSQC HQ two times this quarter to follow-up and mentor on the system |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Capacity development for laboratory accreditation | Conduct workshop on how to obtain international accreditation for COSQC laboratory | Achieved - USAID/Tatweer STTA conducted workshop on lab accreditation for COSQC's relevant staff |
| | Capacity development of Standards Division | Conduct at least one workshop on how to establish and apply international standards and technical regulation requirements | Achieved - USAID/Tatweer STTA conducted a workshop on meeting international standards and applying them to laboratories in COSQC. |
| Operational Effectiveness Indicators | | | |
| | Transition to new Gol administration | Prepare additional briefing material as needed | Achieved - All transition materials assembled |

NATIONAL CENTER FOR CONSULTANCY AND MANAGEMENT DEVELOPMENT (NCCMD) AND AL QUDDS SCHOOL (QS)

In December, the newly appointed acting Minister of Planning enacted an MoP law which had been approved over one year ago which called for the merging of Al Quds School and NCCMD. This merger had been long awaited, and planning for this merger was a component of USAID/Tatweer's workplan over the first three quarters of 2010.

The major event for both NCCMD and QS this quarter was the certification of a set of Master Trainers from each part of the now-unified institution. USAID/Tatweer organized and hosted a three day Master Trainer Symposium along with the NCCMD and a number of top ToTs. The event served as both a culmination of USAID/Tatweer's activities with the NCCMD and a celebration and presentation of Master Trainer status to the elite trainers that have worked with USAID/Tatweer and NCCMD over the past few years. Twenty-five Master Trainers from NCCMD and QS who are able to recruit, develop, coach, and evaluate others, were qualified and presented with their certificates.

Table 9: MoP / NCCMD Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--------------------------------------|--|---|
| Operational Effectiveness Indicators | | | |
| | Curriculum conference with NAPA | Transfer curricula to NCCMD via conference (Depends on NAPA) | Not Achieved - Conference date shifted to late January 2011, to serve as one of USAID/ <i>Tatweer's</i> milestone closeout activities. |
| | Master Trainer (MT) development | Provide MT training for NCCMD | Achieved - Master Trainers training provided to NCCMD, ten NCCMD trainers certified as Master Trainers. A second round of MT certification is slated for January. |
| | Transition to new GoI administration | Prepare additional transition materials as appropriate | Achieved - All transition materials assembled |

Table 10: MoP / Al Quds School Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--------------------------------------|--|--|
| Operational Effectiveness Indicators | | | |
| | Master Trainers | Transfer final utilization plan for master trainers; certify eight QS staff as master trainers | Achieved - Master trainers utilization plan developed and discussed. |
| | Transition to new GoI administration | Prepare additional transition materials as appropriate | Achieved - All transition materials assembled |

MINISTRY OF PLANNING – KURDISTAN REGIONAL GOVERNMENT (MOP-KRG)

At the request of the KRG Minister of Planning, USAID/*Tatweer* attended a high-level meeting with the Minister and nearly all of the DGs to discuss the status of USAID/*Tatweer's* work with the ministry, particularly in light of the program's completion in January 2011. This meeting highlighted the success of USAID/*Tatweer* interventions in the ministry and pinpointed areas and activities that needed to make maximum use of the remaining time for USAID/*Tatweer* to effectively transfer and follow-up. As anticipated, most of the areas highlighted for further follow-up had been incorporated into the USAID/*Tatweer* work plan. The MoP-KRG showed great interest in making as much use of USAID/*Tatweer's* services as possible in the program's final weeks particularly in the fields of IT hardware and applications training, government investments, and feasibility studies.

This quarter, USAID/*Tatweer* completed the procurement and installation of US\$232,000 in IT equipment and network infrastructure for the MoP-KRG. This included the installation of fiber-optic wiring, networking hubs, and drop points throughout the MoP-KRG's facilities, the procurement of several high-powered servers, and licenses for Oracle operating system. At the ministry's request, USAID/*Tatweer* has arranged some last minute, ad-hoc server maintenance and network administration training for MoP-KRG participants to take place in January 2011.

USAID/*Tatweer* also completed the installation or re-installation of the battery of four specialized applications for the MoP-KRG. This included the team installing a customized, tailored version of the Training Management System Software (TMSS), the Inventory Management System (IMS), and Contractor Classification Application (CCA) complete with screens and fields translated to Kurdish. Additionally, the Archiving System was successfully installed in the MoP-KRG's Donor Coordination and Cooperation Directorate following earlier aborted attempts due to insufficient hardware capabilities or conflicts.

Following a direct request from the Minister for assistance in establishing a procurement regulation for the KRG, USAID/*Tatweer* has completed translation of the central MoP's Procurement Regulation as well as a set of Standard

Bidding Documents. The MoP-KRG has assembled a committee to evaluate the accuracy of the translation, and so far this committee has provided feedback on the first two of the translated documents. The MoP-KRG is taking steps to implement procurement regulations in-tune with international standards through assistance from USAID/*Tatweer*.

KURDISTAN REGIONAL STATISTICS OFFICE (KRSO)

Since March of 2010, USAID/*Tatweer* has been working with the MoP-KRG's Kurdistan Regional Statistics Office (KRSO) to build the region's statistical capacity. The bulk of USAID/*Tatweer*'s assistance to the KRSO has focused on establishing the National Accounts for the KRG. Over the past quarter, this collaboration has facilitated some important changes, both in terms of the KRG's perceptions of National Accounts as well as at the organizational level. First, following a series of meetings between the KRSO and the Ministry of Finance-KRG, the creation of a new directorate was approved, called the Directorate of Statistics of National Accounts. The directorate is responsible for everything related to the KRG National Accounts and GDP tabulation. USAID/*Tatweer* is helping the newly created directorate's two staff to establish 2007 as a KRG statistical baseline year. The KRSO has identified and recruited four more staff members that are ready to begin work in the National Accounts directorate as soon as the requisite KRG approvals are granted. The KRSO plans to have a total of ten staff members working on National Account by the end of 2011, and already many of the staff have received either formal training from USAID/*Tatweer* or benefited from their efforts in terms of mentoring, coaching, and know-how transfer activities.

Table 11: MoP-KRG Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|---|---|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Public Contracts Directorate | Mentor KRG on developing improved regulatory and oversight system in procurement activities | Achieved - USAID/ <i>Tatweer</i> continues to provide mentoring and guidance on improving the procurement process in the KRG. |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Redesign of internal IT networks, applications, and organizations | Mentor KRG on operating a modern IT system using fully licensed software | Achieved A pair of workshops on network administration and server maintenance conducted. |
| | Archiving system | Mentor KRG on how to operate donor information archiving system | Achieved - Regular mentoring of ministry staff on use of this system conducted. |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Planning capacity | Support ongoing efforts to strengthen planning skills at sectoral departments | Achieved - USAID/ <i>Tatweer</i> in regular contact with relevant MoP-KRG DGs and staff concerning sectoral planning. |
| | Feasibility study capacity | Support ongoing efforts to establish Feasibility Study Unit (FSU) | Achieved - USAID/ <i>Tatweer</i> worked extensively with MoP-KRG FSU and government investments directorate, particularly concerning the looming issuance of a feasibility studies guideline. |
| | Electronic Request for Investment Database (ERIDO) | Provide follow-up mentoring and assistance in the usage of the ERIDO system | Achieved - A special three-day workshop was conducted specifically for MoP-KRG staff that will be using the system to generate information about the KRG's capital investment portfolio. |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|--|--|
| | Knowledge Base | Provide follow-up mentoring and assistance in Knowledge Base system usage | Achieved - Knowledge Base follow-up and mentoring conducted, along with visits to many KRG ministries to receive their feedback on the KRG's capital investment forms. |
| Operational Effectiveness Indicators | | | |
| | Reorganization of functions and departments at Kurdistan Regional Statistical Office (KRSO) | Mentor KRSO on how to follow international best practices and carry out essential services | Achieved - KRSO implemented another large organizational shift with the creation of a Directorate for Statistics of National Accounts |
| | Improvement of national accounts statistics | Mentor KRSO on managing National Accounts System | Achieved - KRSO has created a new directorate specifically for National Accounts, with full approval from CoM-KRG and MoF-KRG. |

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* was able to successfully navigate a very truncated timeline and to satisfy the requirements laid out in an ambitious workplan for the provision of assistance to the MoP-KRG. The primary obstacles encountered this quarter stemmed from the time constraints of a program in close-down mode. One notable obstacle encountered has been ministry coordination on some important training courses to complement the IT network. Several last-minute requests from the ministry rebuffed suggestions made by USAID/*Tatweer* earlier in the relationship. One example is the provision of network administration and server maintenance training to adequately equip the MoP-KRG with the tools necessary to use the new IT network. USAID/*Tatweer* has scheduled and rescheduled these courses for the MoP-KRG, but all attendees were consistently no-show. Now, with less than one month left in the program, the MoP-KRG is asking for USAID/*Tatweer* assistance and training in this area. This type of confusion or mix-up highlights the fact that time is an irreplaceable resource and even rescheduling a single meeting or training has a detrimental slowdown across the entire portfolio of activities.

MINISTRY OF OIL (MOO)

CENTRAL MINISTRY HIGHLIGHTS

USAID/*Tatweer* conducted a New Project Manager workshop for ten attendees which focused on a live case study that will be presented by the State Company for Oil Products (SCOP) at the Mega Construction Projects conference in Istanbul. The presentation at the Istanbul conference demonstrates the construction capability and readiness of the Iraqi Ministry of Oil to potential foreign investors. SCOP has demonstrated its capability to manage the delivery of a half million barrel floating roof crude oil tank as the first of many needed to meet the anticipated increase of oil production by the international oil companies contracts. On return from the conference, the speaker reported that numerous international construction companies have approached SCOP with interest in partnering.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* officially launched the Basrah MoO program at the end of October. Although USAID/*Tatweer* had been interacting extensively with South Oil Company (SOC), South Gas Company (SGC), and South Refinery Company (SRC) over the previous two months, the majority of the interaction had taken place in Baghdad as the Basrah oil companies have paid for participants to come to Baghdad training. With operations now established in Basrah, USAID/*Tatweer* is able to work directly with the oil companies at their facilities.

In November, USAID/*Tatweer* attended the first Oil and Gas Conference held at Basrah Port Al-Makeal. The conference was promoted by the MoO and its operating companies and was designed to attract foreign investment to expand into the region. The conference was attended by representatives from 138 companies from 30 countries. USAID/*Tatweer* took the opportunity to meet key decision-makers from the southern operating companies, present

the program's objectives and availability, and present the results of USAID/*Tatweer* interventions at MoO Headquarters, Daura Refinery, and the northern operating companies.

Table 12: MoO Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|---|---|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in human resource management implemented by ministries (central/provincial) | Job description system | Mentor HR personnel at MoO HQ and state oil companies on effectively utilizing modernized job descriptions consistent with the GoI Joint Coordinating Committee (JCC) mandate for civil service reform | Not Achieved: Activity not implemented based on timing |
| | Performance Management System | Scale-up modernized performance appraisal system consistent with the GoI Joint Coordinating Committee (JCC) mandate for civil service reform to include additional MoO HQ directorates and state oil companies | Not Achieved: Activity not implemented based on timing |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Procurement of metering training simulators for oil and gas at the training institutes | Assist MoO Basrah Oil Training Institute (BOTI) to identify simulators required for training meter operators and to obtain appropriate training from international vendors | Achieved: Metering simulators and training tendered for and bids being reviewed |
| | Efficient, transparent procurement and contracting procedures | Strengthen south Iraq state oil companies financial, procurement, and contracting practices with effective training and mentoring; conduct workshops in ISCM, financial management, building a model procurement tender, L/C, INCOTERMS, UCP-600, contract administration, cost estimation, SWOT analysis, joint ventures and contract management | Achieved: Five workshops conducted with 51 participants covering letters of credit, cost estimating, ISCM, INCOTERMS, UCP 600, SWOT analysis, contract administration, procurement mapping and flowcharting |
| | In-house capacity to conduct procurement and contracting training at MoO HQ and state oil companies | Develop procurement training capability at south Iraq state oil companies by training and mentoring MoO ToTs on international best practices | Achieved: Procurement staff from SOC/SGC and BOTI participated in two workshops. |
| | Update and modernization of procurement SOPs at State Company for Oil Projects (SCOP) | Facilitate further procurement process modernization at SCOP with advanced training for five key staff | Achieved: Procurement manual drafted. |
| | Financial management of oil companies in southern Iraq improved | Conduct five workshops in Basrah on financial accounting, capital budgeting, inventory management and accounting, internal auditing, and advanced budgeting. | Achieved: Six workshops conducted in Basrah - internal auditing, cost estimating, accounting using IFRS, inventory management, FMIS, and capital budgeting |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|---|--|
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Develop IT staff of south oil companies in Oracle database towards Oracle certification | Conduct two training and mentoring programs in Basrah in PL/SQL and DBA with the goal to obtain Oracle certification for IT staff of south Iraq oil companies. | Achieved: 3 courses conducted with programmers and database administrators in SQL I&II fundamentals and SQL Plus. |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Project management (PM) function in planning units at state oil companies | Continue training and mentoring for state oil companies in the south on specific financial and project management challenges, including integrated project planning at SOC, SGC and SRC | Achieved: Seventeen participants from South Oil, South Refining, Maysan Oil, and Basrah Oil Training Institute (BOTI) attended a Modern Engineering Management workshop. |
| | State Company for Oil Projects (SCOP) and international project management standards | Mentor SCOP senior management to strengthen and deepen project management capacity, particularly in regard to managing large scale service contracts | Achieved: SCOP is currently hiring an international consulting firm to assist with large scale project management |
| | New Project Manager (NPM) program expanded from Midlands Refinery Company (MRC) to other state refinery companies | Coordinate and support expansion of NPM program to southern refineries via specific task-based workshops and mentoring of refinery personnel responsible for training | Achieved: NPM workshop conducted with 10 attendees from SCOP. |
| | Project management mentoring program at state oil companies directorates in the south | Conduct PMI PMBOK awareness workshop for ten project managers to transfer project management skills to MoO directorates in the south | Not Achieved: Security issues prevented travel to the south at the time |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | Communication and negotiation capabilities with international oil companies | Conduct three comprehensive communications workshops in Basrah focusing on skills needed to interact successfully with global companies | Achieved: Three workshops held |
| | Contract management units at state oil companies with administrative and financial skills required to participate in joint ventures | Conduct two comprehensive workshops on contract management and joint ventures in Basrah for SOC and SGC employees | Achieved: Two workshops conducted on joint venture oil service contracts; 13 personnel attended from SOC. |
| Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative] | Program Transfer | Use focus groups, conferences, virtual meetings or other means to facilitate interaction among GoI OSTP teams to address shared organizational reform barriers | Achieved: OSTP shared organizational reform barriers using focus groups, conferences and virtual meetings |

Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded

Sub-IR 10.1.3 Indicators:

Ministry Training Centers Strengthened

| | | | |
|---|--|---|---|
| Number of ministries that have established a public administration training program | MoO and Oil Training Centers capability to implement training needs analysis process | Continue support for personnel from oil training centers via mentoring and direct training on needs analysis and planning | Achieved: Completed 2011 training requirements matrix |
|---|--|---|---|

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|---|---|
| [Cumulative] | Training curriculum development | Assist MoO to modify new training curriculum as needed | Achieved: MoO developed curriculum using needs analysis |
| | MoO trainers at the state oil companies provide training in core competencies as well as ministry training programs | Support MoO efforts to develop public administration competency training via regular coordination and mentoring, as well as direct training for at least five ToTs as needed | Achieved: Nine staff from MoO acquired methodology and skills to effectively conduct training courses. A Second Workshop on Letter of Credit was conducted by a ToT for 20 participants from Midland Refinery, South Refinery Company, Pipe Lines Company, Oil Projects Company and Oil Training Institute. |
| | "Modern engineering management" training | Expand outreach and provision of essential training via workshops to state oil companies in the provinces, particularly in Basrah | Achieved: Seventeen participants from South Oil, South Refining, Maysan Oil, and the Basrah Oil Training Institute (BOTI) attended a Modern Engineering Management workshop, delivered at the BOTI facility. |
| Operational Effectiveness Indicators | | | |
| | Transition to new GOI administration | In the event of a ministerial change at MoO, provide incoming management with a comprehensive overview of USAID/ <i>Tatweer</i> assistance and the importance of sustainability | Not Achieved: New GoI delayed in forming |
| | Assist MoO to establish Health, Safety, and Environmental Protection Management System (HSES) | Mentor and advise MoO on how to work effectively with GOI central authorities on establishing a HSEMS | Not Achieved: Program newly initiated |



C. STRENGTHENING EXECUTIVE OFFICES

PRESIDENCY COUNCIL (PC)

HIGHLIGHTS

In October, the Presidency Office issued a decree establishing a Bureau of Public Policy tasked with developing and formulating public policy for Iraq. The creation of this office is the culmination USAID/*Tatweer's* work with the Presidency Diwan (PD) and the other executive offices over the past year to educate civil servants about public policy and public policy development. To ensure that the new Bureau was adequately equipped to function, the PD constructed a new wing to house the Bureau, and asked USAID/*Tatweer* to work with the PD policy advisors assigned to the Bureau as they begin creating public policy that will guide Iraq. In response, USAID/*Tatweer* provided further practicums on public policy development, economic policy, public policy and legislation, and management of the Bureau.

Table 13: PC Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|--|---|---|--|
| Sub-IR 10.1.3 : Project Result 3: Public Administration Training Capacity Expanded | | | |
| Sub-IR 10.1.3 Indicators: | | | |
| Ministry Training Centers Strengthened | | | |
| Number of ministries that have established a public administration training program [Cumulative] | PC Training Center | Assist with development of curriculum of courses offered by PC Training Center | Achieved. Course curricula developed by PC training center |
| Operational Effectiveness Indicators | | | |
| | Official document classification management system for the PC | Assist PC in developing specific plans to establish an Office of Classified Documents | Achieved. Floor plans designed and English books on management of classified information delivered. |
| | Public Policy Management | Assist PC in developing specific plans to establish Office of Public Policy Development; provide mentoring and technical assistance as requested on public policy and legislative development | Achieved. Public Policy Bureau established by a Presidency Diwan Decree No. 129 (2010), various related books delivered, and white paper detailing the functions, structure, staffing management and organizational chart of the Bureau drafted. |
| | International Arbitration | Conduct workshop on American Arbitration Association (AAA) rules and procedures | Achieved. Two workshops conducted on AAA at the Presidency Diwan attended by 40 participants. |
| | Transition to new GoI administration | Prepare briefing materials, as needed | Not Achieved: New administration not yet in place. |

PRIME MINISTER'S OFFICE (PMO)

NATIONAL INVESTMENT COMMISSION (NIC)

USAID/*Tatweer* continued to assist the National Investment Commission with implementation and evaluation of its Strategic Plan 2010-2013. USAID/*Tatweer* also reached out to the Provincial Investment Commissions (PICs) this quarter, providing extensive technical assistance and training in project management, feasibility studies, business process analysis, and human resource management.



USAID/*Tatweer* expanded its international arbitration laws seminars and technical assistance into the provinces this quarter. The program conducted a specialized workshop on international arbitration law in Basrah which was well attended by representatives from the Muthanna, Dhi Qar, Maysan, and Basrah PICs as well as members of the university and business communities in southern Iraq. As a result of USAID/*Tatweer's* intervention, the increased focus on international arbitration law, and in recognition of the need for new arbitration legislation if Iraq is to attract and retain foreign investors, the GoI established a Commercial Arbitration Court to handle contract disputes with foreign investors.

Table 14: PMO Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--|---|---|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in human resource management implemented by ministries (central/provincial) | Human resources (HR) best practices to NIC according to proposed civil service legislation | Mentor NIC on conducting the recruiting process | Achieved: Series of TA sessions including job descriptions sessions conducted with NIC/HR department staff. |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | IT improvements for NIC | Train NIC personnel in use of Word and Excel | Achieved: Series of sessions on MS Word and Excel conducted in NIC. |
| | IT improvements for High Committee for Education Development (HCED) | Train NIC personnel in use of Quick Books software | Not Achieved: Due to lack of staff in the HCED accountant department. |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Project management improvement for NIC | Train NIC personnel in use of Primavera software | Not Achieved: Introduced to NIC's and PIC's staff as part of the Feasibility Studies series of workshops. |
| Proportion of priority systems improvements in leadership and communication implemented by ministries (central/provincial) | Conduct strategic planning workshop for advisors and staff | Mentor NIC in monitoring and implementing strategic plan | Achieved. Workshops for NIC's 7 DGs and Advisors conducted. |
| Operational Effectiveness Indicators | | | |
| | Management of document classification | Conduct workshops for new administration as needed | Not Achieved: New administration not yet in place. |
| | Public Policy Management | Assist in establishing public policy unit in PMO as needed; conduct workshop on economic policy, public policy, and legislative development | Achieved: Economic policy, public policy and policy and legislative development workshops delivered. |
| | Quality Management System | Provide technical assistance on quality management concepts and requirements | Achieved: Quality management workshop conducted for NIC DGs and HCED Advisor. |
| | Standard Operating Procedures for NIC | Continue to develop SOPs for NIC | Not Achieved: Business Process Analysis workshops conducted, and SOP development in process. |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|------------------------|--------------------------------------|---|--|
| | International arbitration laws | Conduct workshop on American Arbitration Association (AAA) rules and procedures | Achieved: 3 workshops conducted. |
| | Transition to new GoI administration | Prepare briefing and transition documents as needed | Not Achieved: New administration not yet in place. |

DEPUTY PRIME MINISTER'S OFFICE – ECONOMIC AFFAIRS (DPMO-EA)

HIGHLIGHTS

USAID/*Tatweer* conducted a Primavera workshop utilizing a practical project case study for DPMO-EA. The participants, who had previously completed USAID/*Tatweer* MS Project courses, learned work breakdown structure methods and direct applications to create logical schedules and tracking procedures for projects. Four other participants have also completed MS Project courses.

Table 15: DPMO-EA Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|--|---|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Financial reporting process | Provide technical assistance to automate processes which will then enhance issuance of internal financial reports related to project performance in provinces and ministries | Achieved: Introduced and mentored staff in assessing and reporting on status of projects. |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Administration databases | Mentor and support DPMO-RS (EA) IT Staff on use of electronic personnel, warehouse, and in-out email databases | Achieved: Automated electronic forms adopted and utilized by different departments. |
| Operational Effectiveness Indicators | | | |
| | Departmental performance evaluation tools | Develop formats and processes to evaluate the performance of departments at DPMO-RS (EA) | Not achieved: DPMO not interested |
| | Document classification management system | Assist in developing specific plans for the establishment of a Classified Document Unit (subject to GoI approval); conduct workshops as needed | Achieved: Workshops conducted on Management of Document Classification. |
| | Public policy management in DPMO-RS (EA) | Assist with the establishment of a Public Policy Unit (subject to GoI approval); conduct workshops on economic and public policy | Achieved: Workshops conducted on Public Policy Management. |
| | International arbitration laws | Provide DPMO-RS technical assistance on American Arbitration Association (AAA) rules and procedures | Not Achieved: Due to staff shortages in the DPMO-EA |
| | Transition to new GoI administration | Provide briefings and transition documents as needed | Achieved: Completed in the previous quarter |

DEPUTY PRIME MINISTER'S OFFICE – SERVICES (DPMO-S)

HIGHLIGHTS

USAID/*Tatweer* and the DPMO-S co-sponsored a conference on economic development in Ninawa which was attended by the Governor, the President of Ninawa Provincial Council, Minister, Deputy Minister, the Chief of Staff of the DPMO, DGs from the Central government, the University of Mosul, and over 800 other participants. The conference, which was held in Mosul, emphasized the roles of the central and provincial governments, and the need to partner with the private sector in the reconstruction of Ninawa and the implementation of local projects.

Table 16: DPMO-S Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|---|--|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Specific IT related databases in Administration | Develop databases to assist DPMO-S in organizing, tracking, and reporting status of ongoing projects | Achieved: Databases developed to track progress of projects. |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Project management | Provide technical assistance to standardize format and contents of reports on existing projects submitted by ministries to DPMO-S; unify coordination and collaboration mechanisms between DPMO-S, Ministry of Planning, and other ministries | Achieved: Workshops conducted on different levels of projects management and one-on-one mentoring conducted. |
| Operational Effectiveness Indicators | | | |
| | Departmental performance evaluation tools | Develop formats and processes to evaluate the performance of departments at DPMO-S | Achieved: Customized and automated evaluation forms adopted and utilized by DPMO-S |
| | Document classification management system | Assist with the establishment of a Classified Document Unit (subject to GoI approval); conduct workshops as needed | Achieved: Workshops conducted. |
| | Office of Public Policy Management in DPMO-S | Assist with the establishment of a Public Policy Unit (subject to GoI approval); conduct workshops on economic and public policy | Achieved: DPM Dr. Essawi directed to establish the unit, identified 17 university professors, a white paper was drafted detailing the functions, staffing mission, organizational chart of the Bureau of Public Policy.. |
| | International arbitration laws | Provide DPMO-S technical assistance on American Arbitration Association (AAA) rules and procedures | Achieved: Many staff members attended the workshops delivered at the Presidency Diwan. |
| | Transition to new GoI administration | Provide briefings and transition documents as needed | Not Achieved: No new administration in place yet. |

D. CROSS-CUTTING TECHNICAL ASSISTANCE

CIVIL SERVICE REFORM (CSR)

HIGHLIGHTS

The Joint Coordinating Committee (JCC), in collaboration with USAID/*Tatweer*, organized a workshop entitled “Workshop on the Implementation of Civil Service Reform.” The workshop was sponsored by the Secretary General of COMSEC and was attended by more than 120 DGs and human resources managers from line ministries and government agencies. Attendees participated in the discussion on the progress in the transformation of the human resource divisions (HRD) and DGs discussed the next phase of the implementation process: business process analysis, standard operating procedures, and change management. Following the workshop, USAID/*Tatweer* worked with its partner ministries and executive offices to implement the creation of HRDs. To date, 63 HRDs have been established and structured in ministries and government agencies. USAID/*Tatweer* has worked with HRD staff, providing training on modern HR principles in order for them to manage the new HRDs and perform HR functions at the federal and provincial levels.

USAID/*Tatweer* and the High Committee on Civil Service held a conference in Babil on Human Resources Development and Institutional Building in the Provinces. It was well attended with 13 of the 15 provinces represented. The conference gave an overview of Civil Service Reform, Human Resources, and challenges in transitioning from a Personnel Department into a Human Resource Department and finally how to get there. The approach and action plan for transformation was presented and the 3 pilot provinces were selected, Baghdad, Basrah, and Ninawa. The event was publicized in the media as the first inter-provincial event which gathered the provinces on major common issue: building human resources capacity in the provinces in order to allow them to deliver services to the population.

USAID/*Tatweer* finalized a presentation on USAID civil service reform in Iraq that was presented at the Arab League First Conference on Human Resources Management in the Public Sector held at the headquarters of the Arab League in Cairo, Egypt and sponsored by the Arab league. The USAID/*Tatweer* presentation contained a brief background on USAID, USAID humanitarian action and assistance throughout the world, and an overview of the technical assistance provided to different countries including Iraq. This presentation represents the first opportunity for USAID to address issues regarding assistance to Iraq, and was well received by the Arab League. The Iraqi delegation was particularly pleased with the presentation and the emphasis on USAID/*Tatweer*'s partnership with the GoI, and the GoI's ownership of its civil service reform efforts.

Table 18: CSR Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--|--|--|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in human resource management implemented by ministries (central/provincial) | Joint Coordinating Committee (JCC) to coordinate and monitor the creation of human resource departments (HRDs) in ministries | Assist Joint Coordination Committee to reinforce ministries in standing up HRDs. | Achieved: CSR program continually provides support to JCC on this task |
| | Establishment of HRDs in USAID/ <i>Tatweer</i> -mandated ministries | Assist ministries to implement HRD organizational structure, enact change management, follow SOPs, conduct business analysis, and develop job descriptions for HRD staff | Not Achieved: Ministries have established HRDs but in different stages of organization structure, following SoPs, etc. |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--|---|--|
| | Training for HRDs staff in job descriptions, classifications, performance evaluations, merit hiring, and human resource management ¹ | Conduct training sessions | Achieved: Training sessions conducted |
| | Workshops and training sessions for HRD directors on HR policy and management | Conduct HR management workshops for HRD directors | Achieved: HR Management workshops conducted |
| | HRDs in provinces ³ | Assist provinces to implement HRD organizational structure, enact change management, develop SOPs, conduct business analysis, and develop job descriptions for HRD staff | Not Achieved: HRDs established in all provinces, however, work ongoing on organization structures, SoPs, etc |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Automated National Human Resources Management System (HRMS) | Assist JCC to develop action plan for a national civil service HRMS. Conduct survey of current status and needs for a national HRMS | Not Achieved: First step of survey conducted, action plan will be worked on |
| | IT architecture for FCSC operational support | Develop a strategy including: 1) the requisite FCSC structure, systems, processes, and 2) the skills FCSC members need upon appointment | Not Achieved: FCSC members have not been appointed yet |
| Proportion of priority systems improvements in project management implemented by ministries (central/provincial) | Establish Federal Civil Service Commission (FCSC), Provincial Civil Service Commissions (PCSC), Civil Service Institute (CSI) and implement Federal Civil Service Commission Law | Assist FCSC to develop a work plan, build organizational structure, and define staff requirements and SOPs; assist FSCS to identify FSCS law requirements; provide FSCS with PCSC legal and administrative framework; define CSI mandate, organization chart, SOPs, and policies regarding training centers in ministries and provinces | Achieved: FCSC organizational structure developed, CSI mandate and organization chart developed, CSI first draft law developed |
| | Passage of the new Civil Service Law | Assist the GOI to complete the review process of the draft civil service law before submission to Parliament | Not Achieved: Review of the draft civil service law underway |
| Operational Effectiveness Indicators | | | |
| | Transition to new GOI administration ⁵ | Conduct presentations and briefings for new government officials on the civil service reform process, achievements, successes, and the USAID/Tatweer contribution and commitment to assisting the GOI with reform | Achieved: Presentations and briefings conducted at the highest level of the new government |

CONTEXT AND OBSTACLES ENCOUNTERED

Although the lack of a sitting government has stalled the passage of the draft civil service law and the appointment of Federal and Provincial Civil Service Commissioners, the creation of the High Committee for Civil Service Reform (also referred to as the JCC) has helped to institutionalize transformation of personnel divisions into HRDs.

SOCIAL SAFETY NET (SSN)

CENTRAL MINISTRY HIGHLIGHTS

USAID/Tatweer has begun deployment of the SSN system this quarter at several Ministry of Labor and Social Affairs (MoLSA) SSN sites around Baghdad, including MoLSA headquarters, Al Sadr, Al Kurkh, and Al Rusafa. At

each site, the computer hardware has been serviced and reinstalled and the software package and database installed and tested for correct operation. As deployment takes place at each site, USAID/*Tatweer* is providing on-the-job training to MoLSA staff who will be operating and maintaining the SSN system.

USAID/*Tatweer* produced and delivered to MoLSA a site survey report that summarized site readiness for each of the 22 sites around Iraq. MoLSA has begun planning to take appropriate corrective actions where necessary. USAID/*Tatweer* also provided MoLSA with a 12-month deployment plan based upon USAID/*Tatweer* and MoLSA priorities coupled with each site's capabilities. The deployment plan has been agreed to by MoLSA.

PROVINCIAL ACTIVITY HIGHLIGHTS

USAID/*Tatweer* provided training for recently-hired MoLSA KRG staff who will work with the SSN application. This training is ongoing, and will become on-the-job training in operation and maintenance of the SSN system as deployment takes place in the KRG and in the other provinces. Provincial deployment is included in the 12-month deployment plan accepted by MoLSA, with deployment in Najaf, Basrah, and Erbil planned for January and February. As part of the planned deployment, key computer hardware from the provincial SSN sites is being returned to Baghdad to be checked and serviced if it is still under warranty.

Table 19: SSN Reporting Matrix

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|---|---|---|
| Sub-IR 10.1.2 : Project Result 2: Ministries Establish More Effective Administrative Systems | | | |
| Sub-IR 10.1.2 Indicators: | | | |
| Proportion of priority systems improvements in human resource management implemented by ministries (central/provincial) | HR management and job descriptions | Train SSN staff on creating accurate job descriptions via workshops | Achieved: HR Training provided, specific JD workshops not conducted but MoLSA using the job descriptions provided as a starting point for any review. |
| | Employee Performance Appraisal system | Mentor key HR staff on performance management and the development of new performance appraisal forms | Not Achieved: Activity not completed due to reduced engagement by program as Tatweer closes down. |
| Proportion of priority systems improvements in fiscal management implemented by ministries (central/provincial) | Three-year SSN budget plan | Provide ongoing technical assistance to SSN budget department in developing three-year budget plan | Not Achieved: Activity not completed due to reduced engagement by program as Tatweer closes down. |
| | Three-year SSN procurement plan | Provide ongoing technical assistance to SSN and procurement departments in developing three-year procurement plan | Achieved: Work on a hardware and software replacement blueprint is on-going to provide a framework for the IT procurement process within MoLSA and specifically for the Social Affairs directorate. |
| Proportion of priority systems improvements in information technology management implemented by ministries (central/provincial) | Roll-out of the SSN application deployment | Mentor SSN staff on implementing and testing SSN software in provinces | Achieved: Deployment process begun, mentoring on-going for each of the 22 sites/staff. Baghdad HQ, Al-Sadr, Al-Kurkh and Al-Rusafa sites initial deployments completed. Support and assistance continues. |
| | Method for auditing beneficiary applications and entering the records into MS Access or directly into SQL | Transfer management of updating, auditing, and entering beneficiary information into Access Database | Achieved: MoLSA implementing a subset of the recommendations made in the report provided to them. Continued support and assistance will be provided. |

| Performance Indicators | Activities | December 2010 Expected Results | December 2010 Actual Results |
|---|--|--|--|
| | Medium-term plan for IT resources necessary to support the SSN system | Mentor SSN staff on developing skills needed to identify hardware and software requirements in Baghdad and provinces | Achieved: Work on a hardware and software replacement blueprint is on-going MoLSA involved in this process and will continue to be included as the requirements are documented over the next period. |
| | Training for infrastructure, database management, and data entry | Provide ongoing training for developers and infrastructure engineers on SQL DBA | Achieved: Formal training courses completed, mentoring of targeted MoLSA staff undertaken. |
| | Coordination of the activities of the internet services provider (ISP), the software vendor, and local support partner | Mentor MoLSA on ISP trouble-shooting | Achieved: With direct mentoring from USAID/ <i>Tatweer</i> , MoLSA now has some agreements in place with various vendors and ISP's. |
| | MoLSA Help Desk | Mentor MoLSA on operating the Help Desk and developing a Help Desk manual | Not Achieved: Activity cancelled based on STTA challenges. |
| | Business continuity and disaster recovery plans (DRP) | Mentor MoLSA on developing DRP and business- continuity plan | Not Achieved: Work on providing a disaster recovery plan has begun, an understanding of the existing disaster recovery plans within each of the offices sought and reported as part of a general site survey report. |
| Operational Effectiveness Indicators | | | |
| | Mapping of business process | Mentor MoLSA on identifying and mapping necessary processes | Not Achieved: Business process mapping activity not completed based on Tatweer accelerated close-out and reduced activities. |
| | Transition to new GoI administration | Prepare handover materials as needed | Not Achieved: SSN program is extended for another 6 months. Work on this task is ongoing. |

CONTEXT AND OBSTACLES ENCOUNTERED

USAID/*Tatweer* has received good cooperation from MoLSA to proceed steadily with deployment of the SSN system. The only significant risks to the project are the provision of stable power supplied and internet connectivity within each of the SSN offices in Baghdad and throughout Iraq. USAID/*Tatweer* continues to work with MoLSA to address these risks and minimize any delays in deployment that might result from them.

USAID/TATWEER SCHOLARSHIP PROGRAM

HIGHLIGHTS

USAID/*Tatweer* continued to network with the scholarship program graduates, as well as those finishing their studies in Cairo, Amman, and Beirut, hosting hosted several events to recognize the achievements of returning scholars and celebrate their return to Iraq.

In a meeting with USAID/*Tatweer*, the Minister of Higher Education announced in the presence of his Deputy, the Inspector General, and his senior advisor that he was approving the certification of all USAID/*Tatweer* scholars' degree earned as Master in Public Administration (MPA) or Master in Public Policy and Administration (MPPA). The certification will recognize the master as a "Professional" degree (to be distinguished from academic degree

which would entitle the holder to teach in university). However, this promise has not yet been followed up with a Ministerial Decree.

Table 20: Number of Scholarship Recipients by Type and Status of Study

| | Completed | Enrolled | Withdrawn | Pending | Total |
|--------------|------------|----------|------------|----------|------------|
| Principal | 38 | 70 | 98 | 0 | 206 |
| Alternate | 0 | 0 | 30 | 0 | 30 |
| Total | 101 | 7 | 128 | 0 | 236 |

Table 21: Number of Scholarship Recipients by University/Country

| Partner University | Number Enrolled | Number Completed |
|--|-----------------|------------------|
| Arab Academy of Science and Technology | 0 | 58 |
| American University in Beirut | 1 | 0 |
| American University in Cairo | 1 | 8 |
| Mutah University | 0 | 15 |
| Norte Dame University in Lebanon | 4 | 1 |
| University of Jordan | 0 | 2 |
| Yarmouk University | 1 | 17 |
| Total | 7 | 101 |



E. TRAINING UPDATE

Training: Between October and December 2010, **2,781** civil servants enrolled in **189** classes and received USAID/*Tatweer* training programs in public administration. USAID/*Tatweer* continues to increase the “critical mass” of staff from the key ministries management cadre beyond the LoP (2009) target of **58,000**. At the end of this quarter, a total of **105,179** civil servants had enrolled in USAID/*Tatweer* public management courses, with some individuals enrolling in more than one training program.

Geographic Outreach: USAID/*Tatweer* continues to deliver training in all eighteen Iraqi provinces. **Seventy-two (72%) percent** of all USAID/*Tatweer* trainees work in ministry directorate offices outside of Baghdad (Figure 1).

Figure 1: Geographic Outreach of Training Courses

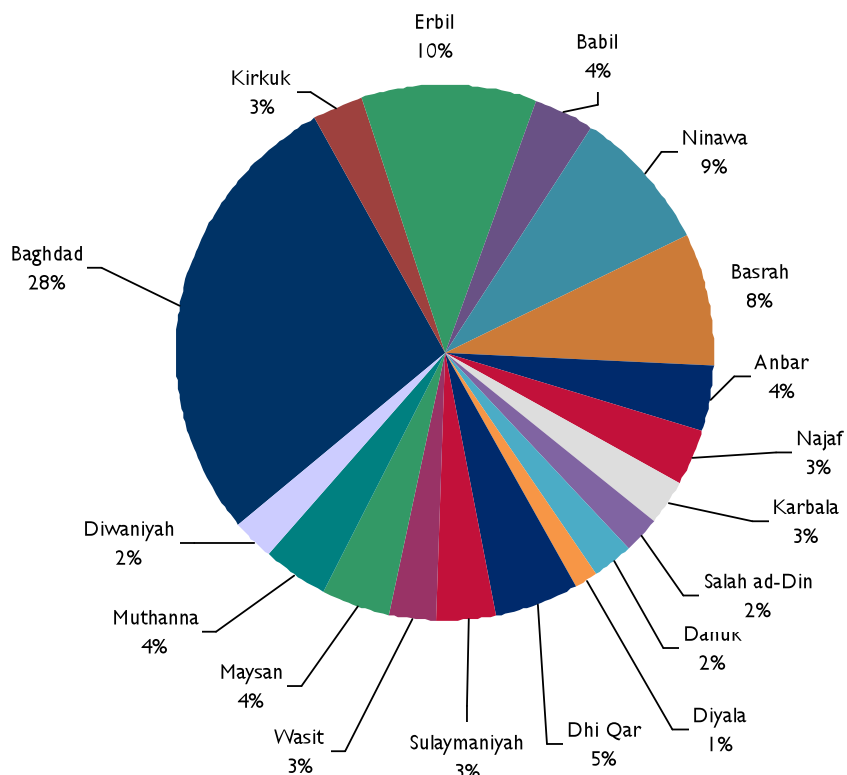
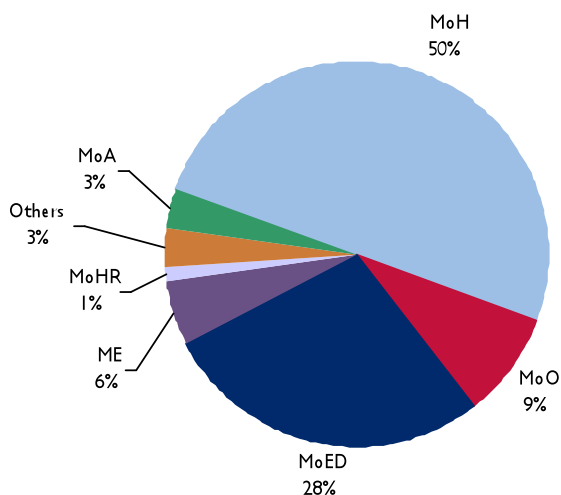


Figure 2: Ministry Training by ToTs



During the reporting quarter, there were **nine** general ToT courses with **124** participants from three provincial directorates/companies.

Figure 3: Number of Courses by Type¹

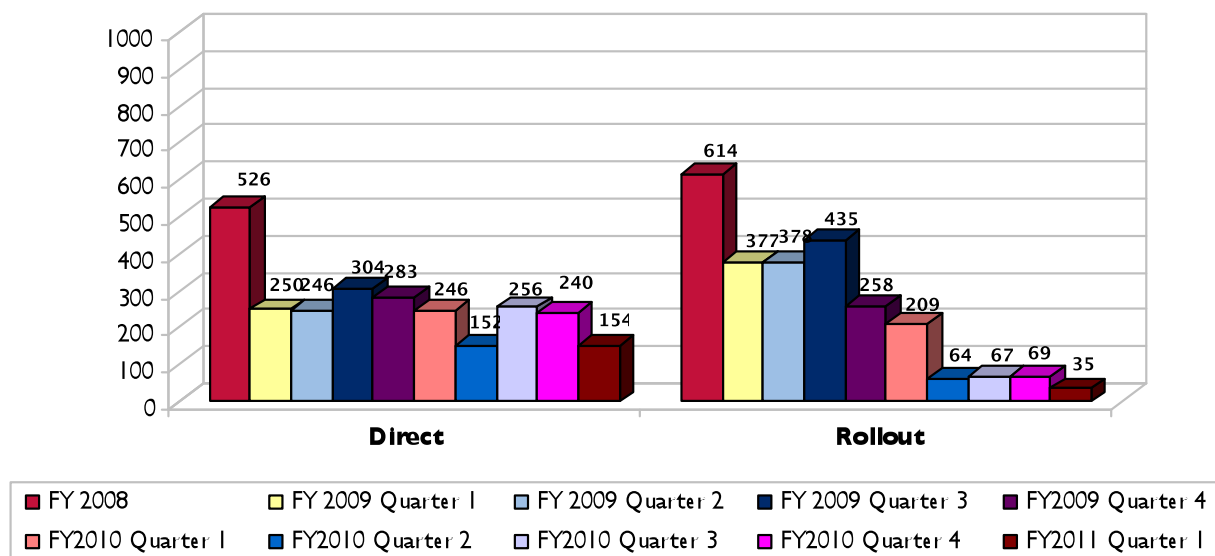
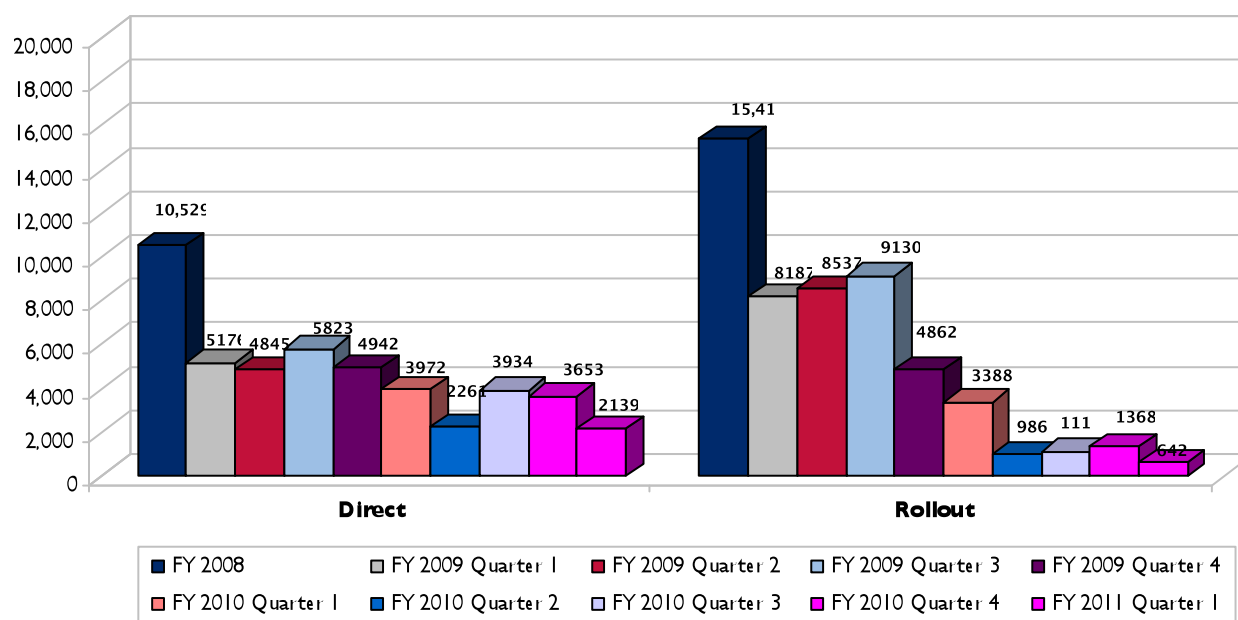


Figure 4: Number of Participants by Type of Courses



¹ "Direct" courses are delivered by USAID/Tatweer trainers (expat or local); "Rollout" courses are delivered by GoI trainers (USAID/Tatweer ToT graduates).

Figure 5: Number of Anti-Corruption Courses by Ministry

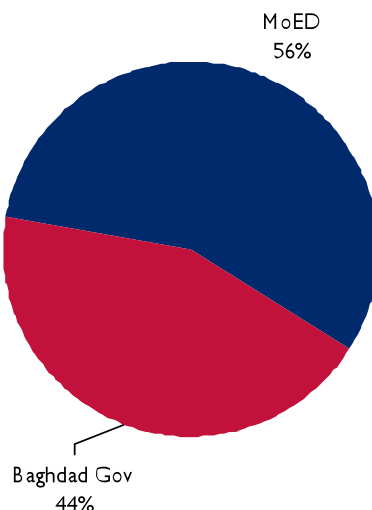


Table 22: Total Number of Courses and Enrollments

| | October | November | December | Total |
|-----------------|---------|----------|----------|-------|
| Classes Offered | 100 | 55 | 34 | 189 |
| Enrollments | 1,445 | 773 | 563 | 2,781 |

Table 23: Number of Enrollments by Program Levels

| Training Program Level | Courses | Enrollments | | | Participants | | | Percentage |
|--------------------------------|------------|--------------|--------------|------------|--------------|--------------|--------------|-------------|
| | | Total | Male | Female | Total | Male | Female | |
| Competency | 11 | 172 | 107 | 65 | 167 | 102 | 65 | 6% |
| Advanced | 11 | 113 | 101 | 12 | 109 | 97 | 12 | 4% |
| Expert | 6 | 104 | 81 | 23 | 104 | 81 | 23 | 4% |
| Training of Trainers | 6 | 90 | 48 | 42 | 90 | 48 | 42 | 3% |
| Competency (Rollout) | 29 | 553 | 394 | 159 | 553 | 394 | 159 | 20% |
| Advanced (Rollout) | 6 | 89 | 62 | 27 | 89 | 62 | 27 | 3% |
| Training of Trainers (Rollout) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Advanced ToT (Refresher) | 5 | 46 | 35 | 11 | 46 | 35 | 11 | 2% |
| Special Workshop | 115 | 1614 | 1159 | 455 | 1504 | 1073 | 431 | 58% |
| Master Training of Trainers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Total | 189 | 2,781 | 1,987 | 794 | 2,662 | 1,892 | 1,021 | 100% |

Table 24: Number of Enrollments by Training Program Area

| Training Program Areas | Courses | Enrollments | | | Participants | | | Percentage |
|-----------------------------------|---------|-------------|------|--------|--------------|------|--------|------------|
| | | Total | Male | Female | Total | Male | Female | |
| Project Management | 26 | 368 | 290 | 78 | 355 | 279 | 76 | 13% |
| Fiscal Management | 44 | 544 | 381 | 163 | 539 | 376 | 163 | 20% |
| Human Resources Management | 13 | 268 | 179 | 89 | 268 | 179 | 89 | 10% |
| Information Technology Management | 47 | 549 | 399 | 150 | 481 | 348 | 133 | 20% |

| Training Program Areas | Courses | Enrollments | | | Participants | | | Percentage |
|--------------------------------------|------------|--------------|--------------|------------|--------------|--------------|------------|-------------|
| | | Total | Male | Female | Total | Male | Female | |
| Leadership and Communications | 33 | 700 | 507 | 193 | 700 | 507 | 193 | 25% |
| Anti-Corruption | 2 | 41 | 28 | 13 | 36 | 23 | 13 | 1% |
| Training of Trainers General Program | 9 | 125 | 76 | 49 | 124 | 76 | 48 | 4% |
| Monitoring and Evaluation | 11 | 141 | 89 | 52 | 141 | 89 | 52 | 5% |
| Technical Assistance Training | 1 | 14 | 12 | 2 | 14 | 12 | 2 | 1% |
| Strategic Planning | 1 | 17 | 17 | 0 | 17 | 17 | 0 | 1% |
| Quality Management | 2 | 14 | 9 | 5 | 11 | 7 | 4 | 1% |
| Total | 189 | 2,781 | 1,987 | 794 | 2,686 | 1,913 | 773 | 100% |



II. PROGRAM MANAGEMENT

PERSONNEL

During the reporting period, the following resident international personnel were deployed in Iraq:

- Richard Huntington, Chief of Party
- Wylie Williams, Deputy Chief of Party -Administration & Finance
- Lorna Tychostup, Communication and Outreach Advisor
- Geoffrey Makaza, Procurement Accounting Specialist
- Calvin Madzorera, Controller
- Ana Maria Ubana, Finance and Administration Manager
- Flora Gitari, Finance Manager
- Virginia Jurika, Assistant to DCOP for Admin & Finance
- Gretchen Severson, Executive Officer
- Mohamed Doudi, Finance and Administration Advisor
- Muhammad Shamsuddin, Senior HR Advisor
- Zohair Mohsen, Senior Advisor, Ministry of Agriculture
- Ali Allabadi, Senior Advisor, Ministry of Water Resources
- Saad Muhey, Senior Advisor of Project Management Ministry of Municipalities and Public Works
- Mohammed Nasir, Advisor of Applications MoP Planning
- Bushra Abbasi, Senior Advisor Ministry of Health
- Muntaha Haddad, Sr. Advisor of L&C/COMSEC Advisor
- Mohamed Marzouk Abdallah, Senior Education Advisor
- Marc Shiman, DCOP for Institutional Development
- Sawsan Al-Nahawi, Senior Training Development Advisor
- Ibrahim Kassab, Senior Advisor of Human Resource Management
- Ali Kazan, Senior Advisor of Project Management
- Thomas Rousseau, Curriculum Development Specialist
- Jeffrey Coonjohn, Senior Anti-Corruption Advisor
- Charles Hall, Director Energy Group
- Hussain Aziz, Liaison Project Management Advisor
- Thomas Easterly, Oil Sector Technology Advisor
- Carlos Guerra, Change Management Advisor
- Dennis Hobbs, Contract Management Advisor
- Mohammed Ibrahim, Fiscal Management Advisor
- Samir Kubba, Deputy Director, Oil
- Jawad Risheq, Senior Public Administrator Advisor
- Temple Jagha, Director of Monitoring and Evaluation
- Kristin Humbert, Reporting Officer
- Devrin Weiss, Director of Communications
- Omar Al Kindi, OSTP Advisor
- Kevin Wheeler, Organizational Development Advisor
- Stephen Metzger, Knowledge Management Officer
- James Freer, Procurement Director
- William Casti, Strategic Planning and IT Advisor
- Kevin Krispin, Organizational Development Advisor
- Joseph Ghougassian, Senior Advisor to the Executive Offices
- Joseph Scheibel, Executive Officer
- Curtis Yates, Executive Officer
- Touhami Rhaïem, Advisor Civil Service Commission and PMAC
- Michael Heydari, Quality Assurance Advisor
- Nael Shabaro, DCOP for Government Coordinating Institutions
- Anne Marie Brun, Senior Business Processing and Reengineering Advisor
- Husna Akgun, Sponsor and Logistics Manager
- Mark Doherty, Technical Evaluator for the SSN Project
- George Dimitriou, Technical Evaluator
- Edward Uechi, IT Advisor
- Riad Imam, Senior Procurement Advisor
- Abduljabbar Salman, Director of Regional Training - Erbil
- Atia Moor, Training Management Support Specialist
- Tanyel Taysi, Anti-Corruption Specialist
- David Mullholand, Deputy Director, Electricity
- Milton Troconis Villareal, Procurement Advisor
- Pavanendra Verma, Procurement Advisor
- Mark Ragel, Information Technology Advisor
- Ramesh Khatiwada, Electricity Advisor-Budget Feasibility
- Wes Brightman, Financial Analyst & Administrative Officer
- Bijoy Misra, Project Management Advisor



Short-Term Personnel

- Dorvin Stockdale, Senior Agricultural Advisor
- Denford Madenyika, Oracle Advisor (MSI-DC)
- Analeed Marcus, Writer (MSI-DC)
- Majd Abbasi, Government Excellence Advisors
- Amer Ateyyeh, Government Excellence Advisors
- Robert Ross, Senior Advisor for Business Process Analysis and Improvement
- Noah Wilderman, Production Supervisor
- George Awwad, Senior Procurement Advisor
- Viggo Munck-Mortensen, Metrology & Laboratory Accreditation Advisor
- Martin Mayerchak, Organizational Development Advisor
- Faisal Nasr, Economic Advisor
- Wendy LeBlanc, Education Specialist
- Mohammed Kalkhan, GIS Advisor
- Ljubica Sredojevic-Giron, Senior Program Manager
- Mary Ann Sciarappa, HRMIS Senior Advisor
- Peter Murphy, Security Coordinator

ADMINISTRATION

This reporting period has centered around the consolidation and office reconfiguration for USAID/*Tatweer* staff coming from Karada into Mansour compound; property (lease releases) and records closeouts; the repatriation for some 40 expats and contract terminations for over 100 locals; and administrative transition to Tatweer Extension Team, that will take over on February 1st for a specialized extension scheduled to continue of six months.

PROJECT MANAGEMENT SYSTEMS AND PROCUREMENT

Major Projects Accomplishments include:

- Two Blanket Purchase Agreement Task Orders were issued to Jordanian vendor for design of the curriculum guides.
- Two Blanket Purchase Agreement Delivery Orders issued for the printing of curriculum guides (four English-version and four Arabic version IT Instructor Guides and participant manuals).
- Civil Works for the Ministry of Education's training centers in Mosul, Hilla, and Al Anbar completed.
- 264 books were donated to Salah ad Din anti-corruption library; and 84 books for the Presidency Diwan.

FACILITIES, SYSTEMS, AND EQUIPMENT

- Generator transferred from Karada already in use in Mansour Compound (850 KVA)
- New MWR facility opened on December 31, 2010.

The close-out process has required a thorough review, analysis and disposition plan for all government properties in project custody.

- Teams from the Karada compound were redeployed to Mansour.
- Administrative Department was consolidated into Brady House.

SECURITY AND TRANSPORTATION

With the formation of the new Iraqi Government, fewer violent events were reported this quarter. However, the pilgrimage for *Ashura* in early December was accompanied, as expected, with incidents of violence.

New regulations by GOI impacted transportation capability for projects in Mansour. Of the 36 vehicles available for transport, only 10 were able to operate after January 1, 2011. Specific registration requirements had not been met and subject vehicles to confiscation. Negotiations have been underway between Embassy and GOI to resolve issue.



ANNEX I: PERFORMANCE INDICATORS AT A GLANCE

OUTPUT INDICATORS:

Output 1.2: Number of Civil Servants Trained (October through December 2010)

| Civil Servants Trained in Core Admin Functions | Total |
|--|--------------|
| Number of Individual Participants | 2,625 |
| Male | 1,863 |
| Female | 762 |
| Number of Classes Offered | 189 |
| Number of Class Enrollments | 2,781 |
| Male Enrollments | 1,987 |
| Female Enrollments | 794 |

Enrollments by Course (October through December 2010)

| Program/Course | Classes | Enrollments | |
|--|-----------|-------------|-----------|
| | | Male | Female |
| Project Management | 26 | 290 | 78 |
| <i>Fundamentals of Project Management</i> | 6 | 93 | 27 |
| Competency (Rollout) | 4 | 61 | 18 |
| Advanced (Rollout) | 2 | 32 | 9 |
| <i>Feasibility Studies & Evaluation of Project</i> | 1 | 5 | 7 |
| Expert | 1 | 5 | 7 |
| <i>Knowledge Awareness Workshop</i> | 2 | 38 | 5 |
| Expert | 2 | 38 | 5 |
| <i>Special Workshops</i> | 17 | 154 | 39 |
| Project Management Workshop | 2 | 17 | 2 |
| Primavera Awareness | 1 | 6 | 6 |
| Project Management Practical Workshop | 3 | 30 | 10 |
| Project management mentoring workshop | 1 | 5 | 3 |
| COMFAR III TOT Coaching Workshop | 3 | 17 | 6 |
| Modern Engineering Workshop | 1 | 14 | 0 |
| Project Follow up | 3 | 26 | 4 |
| Feasibility Studies for health projects | 2 | 33 | 7 |
| Project Management for Rebuilding | 1 | 6 | 1 |



| Program/Course | Classes | Enrollments | |
|---|-----------|-------------|------------|
| | | Male | Female |
| Fiscal Management | 44 | 381 | 163 |
| <i>Budgeting – Preparation, Execution, Controlling and Reporting</i> | 6 | 56 | 20 |
| Competency | 1 | 11 | 8 |
| Advanced | 1 | 1 | 0 |
| Competency (Rollout) | 4 | 44 | 12 |
| <i>Government Procurement</i> | 16 | 173 | 67 |
| Competency | 5 | 47 | 28 |
| Advanced | 4 | 64 | 5 |
| Competency (Rollout) | 4 | 40 | 24 |
| Advanced (Rollout) | 2 | 19 | 10 |
| Advanced ToT (Refresher) | 1 | 3 | 0 |
| <i>Practicum in Capital Budget Forms</i> | 1 | 3 | 5 |
| Competency | 1 | 3 | 5 |
| <i>Special Workshops</i> | 21 | 149 | 71 |
| Integrated Supply Management | 2 | 10 | 4 |
| Capital Investment Project | 1 | 3 | 0 |
| Inventory control System | 1 | 4 | 0 |
| Auditing & Internal (External Control) | 1 | 4 | 1 |
| Cost Estimating | 2 | 15 | 2 |
| Contracts/ Letters of Credit | 2 | 21 | 25 |
| Contracts Management/ Administration | 2 | 12 | 1 |
| Accounting & Auditing | 7 | 69 | 29 |
| Governmental Financial Statistics | 1 | 3 | 9 |
| Joint Venture Accounting | 1 | 2 | 0 |
| Strategic Orientation for the procurement Process | 1 | 6 | 0 |
| Human Resources Management | 13 | 179 | 89 |
| <i>Job Analysis, Job Descriptions, Specifications and Standards</i> | 10 | 138 | 66 |
| Competency (Rollout) | 9 | 134 | 62 |
| Advanced ToT (Refresher) | 1 | 4 | 4 |
| <i>Special Workshops</i> | 3 | 41 | 23 |
| Training management system | 1 | 19 | 11 |
| Training Analyses | 2 | 22 | 12 |
| Information Technology Management | 47 | 399 | 150 |
| <i>ICDL</i> | 1 | 6 | 3 |
| Advanced (Rollout) | 1 | 6 | 3 |
| <i>Cisco (CCNA)</i> | 2 | 8 | 0 |
| Advanced | 2 | 8 | 0 |
| <i>Special Workshops</i> | 44 | 385 | 147 |
| GIS | 4 | 32 | 25 |
| Oracle Database | 2 | 19 | 4 |
| CISCO Network Fundamentals | 2 | 15 | 6 |

| Program/Course | Classes | Enrollments | |
|--|-----------|-------------|------------|
| | | Male | Female |
| Software Development & Management Principles | 6 | 37 | 11 |
| CMMS & KKS | 1 | 15 | 2 |
| IT Management Competency | 9 | 55 | 7 |
| Fundamentals of Computer | 1 | 2 | 6 |
| GAD Application | 1 | 11 | 3 |
| SQL Server Fundamentals (Academy R2) | 3 | 24 | 10 |
| Fundamentals of Remote Sensing | 1 | 5 | 2 |
| Fundamental word processing | 1 | 17 | 5 |
| Website Master & ICDL | 9 | 121 | 52 |
| Public Manager Cycle | 3 | 31 | 9 |
| Database Installation | 1 | 1 | 5 |
| Leadership and Communications | 33 | 507 | 193 |
| Communications 1 | 9 | 120 | 48 |
| Competency (Rollout) | 8 | 115 | 43 |
| Advanced (Rollout) | 1 | 5 | 5 |
| Tatweer Organizational Self-Assessment and Transformation Program | 4 | 28 | 7 |
| Advanced | 4 | 28 | 7 |
| Strategic Planning | 3 | 38 | 11 |
| Expert | 3 | 38 | 11 |
| Change Management | 1 | 9 | 7 |
| Competency | 1 | 9 | 7 |
| Special Workshops | 16 | 312 | 120 |
| Team Building | 13 | 260 | 110 |
| Problem Solving & Decision Making | 3 | 52 | 10 |
| Anti-Corruption | 2 | 28 | 13 |
| Anti-Corruption Inspector General Workshop | 2 | 28 | 13 |
| Competency | 2 | 28 | 13 |
| Training of Trainers General Program | 9 | 76 | 49 |
| General | 9 | 76 | 49 |
| Training of Trainers | 6 | 48 | 42 |
| Advanced ToT (Refresher) | 3 | 28 | 7 |
| Monitoring and Evaluation | 11 | 89 | 52 |
| Statistical Management | 1 | 9 | 4 |
| Competency | 1 | 9 | 4 |
| Special Workshops | 10 | 80 | 48 |
| M&E | 2 | 12 | 6 |
| Training & Evaluation course | 7 | 58 | 38 |
| Budget-monitoring Process | 1 | 10 | 4 |
| Technical Assistance Training | 1 | 12 | 2 |
| Special Workshops | 1 | 12 | 2 |

| Program/Course | Classes | Enrollments | |
|---------------------------------|----------|-------------|----------|
| | | Male | Female |
| Fuel Supply Monitoring Training | 1 | 12 | 2 |
| Strategic Planning | 1 | 17 | 0 |
| Special Workshops | 1 | 17 | 0 |
| COMFAR III | 1 | 17 | 0 |
| Quality Management | 2 | 9 | 5 |
| Special Workshops | 2 | 9 | 5 |
| Agricultural Policy | 2 | 9 | 5 |

Participants/Enrollment by Ministry/Institution

| Ministry | Enrollments | | | Participants | | |
|--|-------------|------|--------|--------------|------|--------|
| | Total | Male | Female | Total | Male | Female |
| Government of Iraq (Baghdad) | | | | | | |
| Prime Minister's Office (PMO) | 2 | 1 | 1 | 2 | 1 | 1 |
| Council of Ministers Secretariat (COMSEC) | 4 | 3 | 1 | 4 | 3 | 1 |
| Ministry of Planning (MoP) | 15 | 7 | 8 | 15 | 7 | 8 |
| Ministry of Finance (MoF) | 4 | 4 | 0 | 4 | 4 | 0 |
| Ministry of Oil (MoO) | 165 | 135 | 30 | 151 | 122 | 29 |
| Ministry of Electricity (MoE) | 94 | 70 | 24 | 92 | 68 | 24 |
| Ministry of Water Resources (MoWR) | 183 | 119 | 64 | 160 | 106 | 54 |
| Ministry of Health (MoH) | 1321 | 913 | 408 | 1283 | 883 | 400 |
| Ministry of Agriculture (MoA) | 190 | 141 | 49 | 185 | 137 | 48 |
| Ministry of Justice (MoJ) | 12 | 9 | 3 | 9 | 8 | 1 |
| Municipalities & Public Works (MoMPW) | 149 | 135 | 14 | 129 | 115 | 14 |
| Ministry of Higher Education | 2 | 1 | 1 | 2 | 1 | 1 |
| Construction/ Housing | 1 | 1 | 0 | 1 | 1 | 0 |
| Ministry of Education | 433 | 287 | 146 | 392 | 255 | 137 |
| Ministry of Interior | 2 | 2 | 0 | 2 | 2 | 0 |
| Ministry of Human Rights (MoHR) | 4 | 1 | 3 | 4 | 1 | 3 |
| Basrah Governorate | 8 | 6 | 2 | 8 | 6 | 2 |
| Ministry of Environment | 1 | 1 | 0 | 1 | 1 | 0 |
| Ministry of Trade | 2 | 1 | 1 | 2 | 1 | 1 |
| Ministry of Industry | 1 | 1 | 0 | 1 | 1 | 0 |
| Ministry of Communication | 3 | 2 | 1 | 3 | 2 | 1 |
| Kirkuk Governorate | 1 | 1 | 0 | 1 | 1 | 0 |
| Maysan Governorate | 2 | 2 | 0 | 2 | 2 | 0 |
| Wasit Governorate | 9 | 9 | 0 | 9 | 9 | 0 |
| Diyala Governorate | 3 | 3 | 0 | 3 | 3 | 0 |
| Ministry of Natural Resources | 1 | 0 | 1 | 1 | 0 | 1 |
| Ministry of Labor and Social Affairs (MoLSA) | 2 | 2 | 0 | 2 | 2 | 0 |
| Ministry of Transportation | 1 | 1 | 0 | 1 | 1 | 0 |
| Ministry of Youth & Sports | 2 | 2 | 0 | 2 | 2 | 0 |



| Ministry | Enrollments | | | Participants | | |
|--|-------------|------|--------|--------------|------|--------|
| | Total | Male | Female | Total | Male | Female |
| Others | 30 | 26 | 4 | 26 | 22 | 4 |
| Dhi Qar Governorate | 4 | 4 | 0 | 3 | 3 | 0 |
| Muthanna Governorate | 4 | 4 | 0 | 4 | 4 | 0 |
| Babylon Governorate | 27 | 24 | 3 | 24 | 21 | 3 |
| Presidency Council (PC) | 7 | 7 | 0 | 7 | 7 | 0 |
| Baghdad Governorate | 19 | 15 | 4 | 19 | 15 | 4 |
| Shi'ite Endowment | 2 | 1 | 1 | 2 | 1 | 1 |
| Sunni Endowment | 3 | 2 | 1 | 3 | 2 | 1 |
| Ministry of Defense | 1 | 0 | 1 | 1 | 0 | 1 |
| Endowment of Christian and other religions | 2 | 2 | 0 | 2 | 2 | 0 |
| Karbala Governorate | 4 | 4 | 0 | 4 | 4 | 0 |
| Salah Ad Din Governorate | 1 | 1 | 0 | 1 | 1 | 0 |
| Diwaniyah Governorate | 2 | 2 | 0 | 2 | 2 | 0 |
| Ministry of Culture | 2 | 2 | 0 | 2 | 2 | 0 |
| integrity Committee | 15 | 12 | 3 | 15 | 12 | 3 |
| Supreme Judiciary Council | 4 | 2 | 2 | 2 | 1 | 1 |
| Iraqi Media Network IMN | 1 | 1 | 0 | 1 | 1 | 0 |
| Kurdistan Regional Government | | | | | | |
| Ministry of Planning (MoP) | 1 | 0 | 1 | 1 | 0 | 1 |
| Ministry of Electricity (ME) | 4 | 3 | 1 | 4 | 3 | 1 |
| Ministry of Water Resources (MoWR) | 3 | 0 | 3 | 3 | 0 | 3 |
| Ministry of Health (MoH) | 6 | 2 | 4 | 6 | 2 | 4 |
| Ministry of Agriculture (MoA) | 8 | 4 | 4 | 8 | 4 | 4 |
| Ministry of Justice (MoJ) | 1 | 1 | 0 | 1 | 1 | 0 |
| Municipalities & Public Works (MoMPW) | 5 | 4 | 1 | 5 | 4 | 1 |
| Ministry of Higher Education | 5 | 2 | 3 | 5 | 2 | 3 |
| Ministry of Education | 1 | 0 | 1 | 1 | 0 | 1 |
| Ministry of Tourism | 1 | 1 | 0 | 1 | 1 | 0 |
| Ministry of Natural Resources | 1 | 1 | 0 | 1 | 1 | 0 |



PROJECT RESULT I: STRENGTHENED CORE PUBLIC ADMINISTRATION SKILLS

Project Indicator 1.1: Proportion of training graduates reporting that they frequently or sometimes make use of new training skills.**

| Period | FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|------------|--------|--------|--------|-------------------------|
| Frequently | 54% | 56% | 52% | Not Applicable |
| Sometimes | 42% | 38% | 44% | Not Applicable |

** Based on project closeout strategies, these indicators have been transferred to the ministries and were not directly tracked for program reporting

Project Indicator 1.2: Proportion of training graduates reporting significant improvements or some improvements in the situation regarding their operational or training area in their unit/ministry (PE 2.2)**

| Period | FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------------------------|--------|--------|--------|-------------------------|
| Significant Improvements | 23% | 28% | 26% | Not Applicable |
| Some Improvements | 56% | 53% | 51% | Not Applicable |

** Based on project closeout strategies, these indicators have been transferred to the ministries and were not directly tracked for program reporting

Project Indicator 1.3: Number of trained trainers [Cumulative]² (PE 2.2)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 377 | 317 | 279 | 90 |

Project Indicator 1.4: Number of civil servants trained [Cumulative] (PE 2.2)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 26,532 | 52,140 | 20,680 | 2,781 |

Project Indicator 1.5: Number of anti-corruption agencies staff trained * [Cumulative] (PE 2.4)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 1,257 | 967 | 779 | 41 |

* These numbers are included in the total numbers for Indicator 1.5.

Project Indicator 1.6: Number of civil servants (Central & Provinces) trained by their ministry trainers in public

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 15,753 | 31,034 | 6,715 | 642 |

² Indicators are "Cumulative" in annual reporting, not for quarterly progress reports.

Project Indicator 1.7: Number of post-graduate scholarship recipients enrolled and studying in post-graduate university programs [Cumulative]

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|---------------|---------------|---------------|---------------------------------|
| 81 | 120 | 58 | 108 |

Project Indicator 1.8: Number of post-graduate scholarship recipients that complete courses of study [Cumulative]

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|---------------|---------------|---------------|---------------------------------|
| 1 | 24 | 50 | 101 |

Project Indicator 1.9: Number of SSN staff trained in new information technology business process

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|---------------|---------------|---------------|---------------------------------|
| - | 27 | 140 | 42 |



PROJECT RESULT 2: MINISTRIES ESTABLISH MORE EFFECTIVE ADMINISTRATIVE SYSTEMS

Project Indicator 2.1: Number of units/departments implementing USAID/*Tatweer*-recommended changes in administrative systems or procedures [Cumulative] (PE 2.2)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 45 | 145 | 174 | 17 |

* Indicator calculation began in FY2008

Project Indicator 2.2: Number of anti-corruption agency offices implementing USAID/*Tatweer*-recommended changes in administrative systems or procedures [Cumulative] (PE 2.4)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| - | 3 | 16 | 0 |

* Indicator calculation began in Quarter 2 FY2009

Project Indicator 2.8: Number of MoLSA sites with installed and functioning SSN information systems (central and provincial)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| - | 0 | 2 | 4 |

* Indicator calculation began in Quarter 2 FY2009

Project Indicator 2.9: Number of units/departments in ministries and executive offices with institutionalized self-assessment process [Cumulative]

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 7 | 13 | 8 | Not Applicable |

** Based on project closeout strategies, these indicators have been transferred to the ministries and were not directly tracked for program reporting

Project Indicator 2.11: Number of workshops (WS) and focus groups (FG) that address planning and implementation of improved systems and procedures (I9)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|------------------------|-------------------------|
| 210 | 921 | 1,139 (569 FG, 570 WS) | 237 (122 FG, 115 WS) |

* Indicator calculation began in Quarter 4 FY2009

Project Indicator 2.15: Number of beneficiaries supported through SSN information systems (central and provincial)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|---------|-------------------------|
| - | 0 | 850,000 | 40,000 |

*850,000 reported last quarter missed out note that these are potential claimants identified and verified all over Iraq. Based on MoLSA's phased approach to data entry, 40,000 have been uploaded to the newly deployed systems in Baghdad. Data entry for other provinces will follow as SSN systems are deployed.

Project Indicator 2.16: Number of ministries issuing administrative orders to restructure human resource function

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| - | 2 | 26 | 35 |

* Indicator calculation began in Quarter 3 FY2010

PROJECT RESULT 3: PUBLIC ADMINISTRATION TRAINING CAPACITY EXPANDED

Project Indicator 3.2: Number of trainees enrolled at NCCMD**

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 1,300 | 664 | 8 | Not Applicable |

** Based on project closeout strategies, these indicators have been transferred to the ministries and were not directly tracked for program reporting

Project Indicator 3.3: Number of trained trainers at NCCMD**

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 61 | 182 | 0 | Not Applicable |

** Based on project closeout strategies, these indicators have been transferred to the ministries and were not directly tracked for program reporting

Project Indicator 3.6: Number of trainees enrolled at regional training centers [Cumulative].

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 15,009 | 28,666 | 10,156 | 1,097 |

Project Indicator 3.7: Number of trained trainers at regional training centers [Cumulative].

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 256 | 135 | 64 | 0 |

Project Indicator 3.8: Number of ministries that have established a public administration training program [Cumulative]**

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| 5 | 4 | 0 | Not Applicable |

** Based on project closeout strategies, these indicators have been transferred to the ministries and were not directly tracked for program reporting

Project Indicator 3.9: Number of anti-corruption agency staff trained by ministry training centers [Cumulative]**
(PE 2.4)

| FY2008 | FY2009 | FY2010 | Quarter 1 Oct-Dec 10 |
|--------|--------|--------|-------------------------|
| - | 138 | 610 | 23 |

** Based on project closeout strategies, these indicators have been transferred to the ministries and were not directly tracked for program reporting

